

# CONNECTICUT INDUSTRY



COLLEGE BLACKSMITH IS LAURENCE COLLINS, OF FARMINGTON WHO, AS A CONNECTICUT CRAFTSMAN, KEEPS BUSY FORGING SMALL HAND LINGS FOR LOCAL WAR PLANTS (See Page 4).

FEBRUARY 1942



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# CONNECTICUT INDUSTRY

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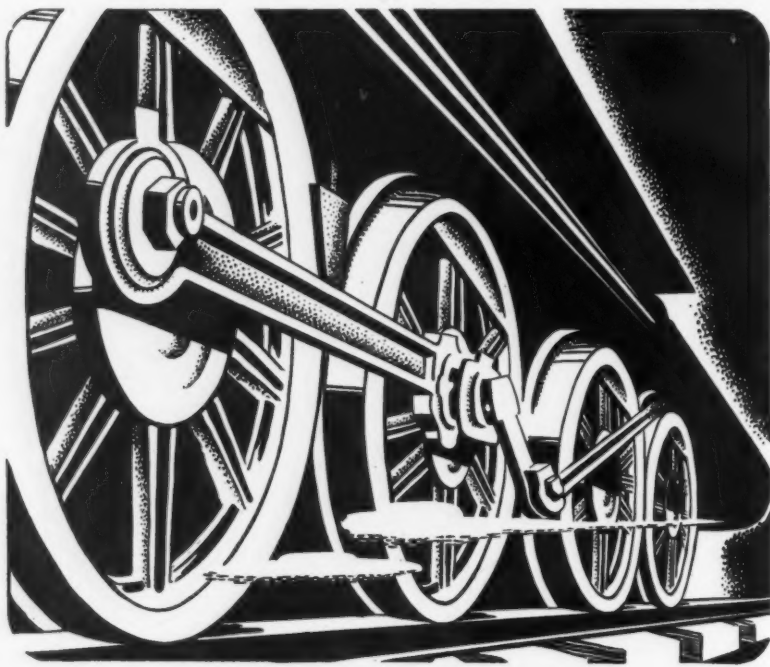
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# EDITORIAL

## The Working Car Is A War Necessity

Not many years ago the passenger automobile was designated in catalogs, advertisements and in the public mind as a "pleasure car". Today it is quite as much a "working car" as is the truck which carries our war materials or foodstuffs, or as the tank or jeep used by our military forces. Our normal annual new car requirement has risen to 2,000,000 cars. That supply, by government order, is to be reduced to a negligible quantity. Our great automobile plants, which are the envy of the world, are to be turned over completely to production for military needs.

Apparently ignored is the fact that these "working cars" carry our millions of industrial workers to their places of work, in many instances from considerable distances, and our office workers to their daily toil.

Apparently ignored is the fact that enough busses and trolley cars cannot possibly be produced to perform our war-time civilian services. At present these media transport only 10% of Connecticut industrial workers, even though industries have cooperated by staggering shifts. This percentage can be increased to some extent by further staggering, but cannot be stretched to include any appreciable part of the entire movement.

Some weeks ago we had our mythical gasoline shortage exploded by capable Senator Maloney of Connecticut. It may be expected that we have not heard the last of that. Now the general public is told that the working automobile will not be useable because of tire restrictions. Senator Maloney anticipated that eventuality months ago because he saw, as many others saw, that our crude rubber supply was in jeopardy. He urged the production of synthetic rubber but it was not until the middle of January that \$400,000,000 was appropriated for such production.

If war material is to be produced, we must get workers to their plants to produce it. The "working automobile" is the only answer. Let us spend more millions for the production of synthetic rubber. Let us standardize on one, two or three models of the "working car" and assign production to a plant or plants. Let us immediately begin a national systematic secondhand car reconditioning program.

This country has the money, the brains and the facilities. Let us put them all to work on this vital problem before it is too late.

ALFRED C. FULLER.

*President.*



# THE REBIRTH OF CRAFTS

By ELLSWORTH S. GRANT, *Contributing Editor*

**Editor's Note:** Vital to the democratization of our industrial society is the closer identification of the worker with his work. One method of accomplishing this is by stimulating the development of creative crafts in schools, homes and factories. Today, however, World War II has temporarily dislocated self-sustaining Connecticut craftsmen like Leonard Rankin of Bakerville (left), who can no longer secure the copper he needs for his chandeliers and other ornaments. In the interest of promoting crafts now and after the war, *Connecticut Industry* will gladly reproduce outstanding examples of craftsmanship turned out in factories or in hobby workshops of Connecticut workers or executives.

**A**MID the terror and trouble of war there has been occurring an economic kind of revolution in the tiny, isolated field of handicrafts. Before the war American crafts, as practiced in New England, the Southern Appalachian states and the Southwest, were undergoing a renaissance, not only because of their therapeutic and leisure-time values, but also owing to usefulness in cultural and even vocational education. Another important stimulus has been the cessation of imports of European craft products and the consequent interest of Fifth Avenue merchants in domestic hand skills. Lou Block, an advisor on arts and crafts, claims that "the greatest single factor determining the nature and quality of hand crafts is the tremendously accelerated tourist movement and so-called 'rediscovery of America'." In short, crafts have become a business as well as an avocation.

The history of American crafts begins with the life and death struggle of our colonists, who in order to survive had to be able to make things and many of them. Coming from a civilization in its prime to a wilder-

ness of primitives, they brought with them only the memory of English culture and a few of its tools. As a result these hardy pioneers soon developed a talent for mechanical contrivance which carried them safely through the first days of their new life.

By the time of the Revolution this bent had grown into almost a natural characteristic of the colonial population, and the qualities it begot—shrewdness and resourcefulness—served as the rebels' only inexhaustible weapons. With freedom won and a country to forge, the states were stimulated to greater acts of artistic and commercial ingenuity, perhaps epitomized by that most versatile jack-of-all-trades, Ben Franklin.

## The Artisan

What the pioneer, colonist and first citizen made required so much speed and variety that their products could be nothing more than crudely functional. Later the artisan or skilled specialist entered the eighteenth century scene. Because true craftsmanship amounted to more than a trade (it was also an art), he ranked high in the social order. The skilled crafts-

man both molded and reflected the qualities peculiar to the so-called age of rationalism. Through his brains and hands he left to posterity the cultural history of that era, embodied in those objects which we today refer to as "antiques". And from his genius was germinated the system of centralized, mass crafts known as industry, which matured during the next two centuries.

As towns began to grow in colonial times, retail stores were of necessity born, and the craftsman was forced to hire a helper. Apprentices usually lived and worked with the master seven years, at the end of which indenture they knew a trade well enough to set up in business for themselves. In addition, they were admitted to the status of freemen, whose rights were not natural or common until the Constitution was first amended. There was no danger of apprentices competing in business with their teachers, for then the demand well exceeded the supply.

With the retail market continuing to expand, craftsmen needed more help. Some went into partnership, and soon many became employers. Al-

though divided into several degrees of hand skill, the workshop still remained "a closely-knit group of personalities."\* Machinery, in the form of the steam engine, was first used only to prepare raw materials for manufacture. Much later came the application of power to milling machines, which helped to medievalize hand skills. In glass it was the pressing machine which outmoded glass blowing; in pottery, the horizontal lathe for clay; in weaving, the power loom; and in metal work, the stamping machine.

An essential characteristic of colonial craftsmanship was the identity of the worker with his work, most of which was designed for himself rather than for sale. In the intermediate stage between craftsmanship and industrialism, the custom-made product was representative; that is, the craftsman made something specially for a customer. In our modern system the worker is separated, because of specialization and centralization, both from the product and the customer.

As technology advanced, the independent artisan receded into an ever-narrowing background, from which the Englishman William Morris, the American Elbert Hubbard and their "arts and crafts" groups tried futilely to spring in the latter part of the last century and in the early part of the present one. While early industry formed along craft lines, with each major operation a separate business, present-day mass production is vertically constructed. Likewise, labor unions were first organized by crafts, and it has been but recently, primarily through the efforts of the CIO, that the vertical principal has taken hold.

#### Modern Handicrafts

Today craftsmanship in America is evident in several ways. The early skills are still to be found in practice. They flourish in the southern highlands, including parts of Virginia, Georgia, Maryland, West Virginia, Kentucky, the Carolinas, and Tennessee. Much of this is "hill-billy" land, simple, backward communities almost cut-off economically from the rest of the country. Here local crafts have been preserved to supply local needs; many of the old craftsman's tools are still in use. In recent years private and government agencies (particularly the Russell Sage Foundation) have worked together to develop the situation for

\* Scott G. Williamson, "The American Craftsman", whose book provides the historical information for this article.



**CRAFTSMANSHIP PLUS** is shown in this copper eagle which Leonard Rankin made in three weeks for the Guaranty Trust Company of Worcester, Massachusetts. It stands 52 inches high and is embossed to a height of 3 inches.

the benefit of the inhabitants. Craft guilds have been established, the teaching of crafts in schools begun, and outside markets for the rare products found. Baskets, pottery, candlesticks, dulcimers, pewter and simple furniture are among these products.

There are critics who think little of the artistic worth of such handiwork; they speak of the scarcity of real skills and the sterility of the designs. Lou Block, for instance, feels that "the great majority of commercially minded craft cooperatives and guilds . . . are prone to concentrate their production along lines of slavish replicas of easily fabricated traditional material." However crude and unoriginal the work of these primitive folk, it embodies the care and integrity of the pre-machine craftsman.

In New England, birthplace of most of our fine colonial artisans, there are still hundreds of little shops where craftsmanship in the old manner proudly holds sway. Some of the workers are curious Yankees born into the independent tradition, artistic hermits who prefer to work alone. Others, pos-

(Right) **WEAVER AND BOOK-BINDER** is Louis H. Walden of Norwichtown, who exemplifies the scholarly type of Connecticut craftsman. At present he is an instructor in the Norwich Academy of Manual Training.

sessed with an art training, have fled the city, symbol of centralization, to the Vermont or Connecticut countryside. Few indeed make a living out of their skills.

Several states have organized craft societies for the purpose of stimulating the creation of hand-made products and finding buyers for them. In 1940 the League of New Hampshire Craftsmen got \$72,000 for the work of 700 members. Less successful, the Society of Connecticut Craftsmen disposed of \$2000 worth of material in five sales for the 90 who participated. Organized in May, 1936, this society claims some 300 members representing 75 towns, half of whom are sustaining and the other half honest-to-goodness craftsmen. Of the latter only a small number can be termed original designers.

About 20% of the state membership make their living entirely out of their crafts. Usually when a craftsman is self-sufficient, he becomes a small manufacturer, like Serge Nekrasoff, the Russian pewterist in Noroton on the Post Road. In general, the skills of Connecticut artisans earn for them only a supplementary income or nothing at all. Their products are sold directly from their shops or in sales

(Continued on page 28)





## "COME AND GET IT!"

**F**EEDING workers is an important consideration in a progressive health program, and the larger companies have recognized this by installing cafeterias right in their plants.

What a man eats, when and where, determines to a large extent the kind of work he is going to do. Any wife or mother knows this as well as industrial hygienists and manufacturers like the Pratt & Whitney Division of United Aircraft in East Hartford.

In 1940, this concern had feeding facilities for 11,000 employees, but owing to the tremendous expansion then taking place, these soon proved inadequate. Now two new cafeterias, able to accommodate nearly 13,000 more, are in operation in the basements of recent plant additions. Altogether, the Division has the distinction of being the biggest industrial food-dispenser in the state, if not in New England.

The immensity of Pratt & Whitney's feeding problem is best illustrated by the quantities of food which the two larger cafeterias must supply. Each day employees consume 2500 lbs. of meat, 2000 pounds of fruits and vegetables, 450 cakes and pies, 600 pieces of assorted pastry, 450 loaves of bread, 3600 rolls, 3000 doughnuts, 3000 pints of milk and cream, 200 cases of soda pop, 30 cases of beer and 150 gallons of ice cream.

Built at a cost of \$250,000, the largest cafeteria takes up a total of 29,000 square feet. Less than half is dining space, which is filled with 1,080 chairs and 180 tables. In the kitchen are three Vulcan gas ranges, a huge electric roast oven, fryers, 60 and 80 gallon steam kettles, three giant refrigerators, and various other equipment suitable for large-scale food production.

Adjoining the kitchen is a dishwashing room equipped with Colt Autosan washers and other machines. Nearby are an ice-cream room and bake shop. Additional features include three fire-proof bulk storerooms, housing for the ventilating equipment, and an office for the manager in charge of the staff of 150 necessary to operate the cafeterias.

Most recently completed is the third, smaller cafeteria beneath Plant F, which provides dining facilities for 800 employees at one time. It covers almost 15,000 square feet. Like the other new cafeteria it has acoustically-treated ceilings, terrazzo flooring, forced ventilation, and stainless steel kitchen and counter equipment. Altogether, Pratt & Whitney Aircraft has laid aside 57,000 square feet in the interests of "soup's on!"



**LEFT:** Pratt & Whitney Division's modern bake shop includes doughnut and cruller machines, proofing ovens, trunion kettles, dough retarding boxes and an immense oven.

**RIGHT:** This cafeteria alone is designed to handle 12,000 a day. Altogether, 24,000 mouths can be fed at United Aircraft's engine plant.





# THE HEALTH SIDE OF DEFENSE

## IV Lead Poisoning in Industry

By DR. CRIT PHARRIS, *Industrial Hygiene Physician,*  
Bureau of Industrial Hygiene, State Department of Health

**L**EAD poisoning is one of the oldest diseases known to man. The earlier records on lead poisoning dealt with the subject primarily from the non-industrial standpoint for the reason that industry, as it is constituted today, did not exist during those early days. But, with the expansion of group industrial activity and the specialization in various phases of manufacturing enterprise, lead poisoning grew in importance as an occupational hazard and became proportionately less noteworthy as a non-industrial disease.

The curve of industrial lead poisoning started on a markedly upward trend along about the beginning of the nineteenth century, when the concentration of workers within the confines of manufacturing units and preliminary phases of mass production were getting under way. From this time on, for a period of roughly 100 years, the upward trend of occupational lead poisoning was pronounced and practically uninterrupted. These cases were characterized by being definitely disabling and frequently fatal. Comparatively little attention was given to the milder forms of the disorder; in fact, they seldom were recognized or dealt with as cases of lead poisoning.

Fortunately, the earlier experiences with fatal and serious cases of industrial lead poisoning have been less prevalent during the past few decades, and in this respect the situation is steadily improving. The total picture is none too favorable, however, although it undoubtedly is better than that which would have been revealed if earlier experiences with lead exposures could have been evaluated with modern standards of measurement. Attention was then focused on the serious forms of lead poisoning, partly due to the unusual prevalence, but also quite largely because ways and means of making diagnoses of all forms of lead poisoning were much less complete than they are today. The armamentaria for making diagnoses originally were limited to clinical observations and general physical examinations. Improvements in medical techniques have paralleled ad-

vancements in manufacturing processes, with the result that there has been a marked reduction in the number of serious cases of lead poisoning, and undoubtedly the milder ones as well. The fact remains, however, that owing to the growing complexity of industrial activities and the greater use of lead, the problem of lead poisoning in its entirety still represents one of the major industrial health hazards.

**Despite the decline in the number of serious cases, lead poisoning is still regarded as an occupational hazard of the first order. This article discusses on a broad plane the lead problem in industry today and the types of controls used to combat it. It is the fourth in a series on industrial health, a subject which manufacturers must give closer attention in helping to achieve Victory.**

The uses made of lead and its compounds in industry are so numerous and changeable that no complete tabulation of all the occupational lead exposures can be made. With the exception of the ferrous metals, lead is more extensively used in industry than any other metal. The many lead compounds used, their relative toxicity to man, and the varying degrees of exposures created, make it impossible for a general discussion of the subject to deal in a comprehensive manner with the problem in industry as a whole. Consequently, the scope of this discussion should be more clearly defined by pointing out here that the subject will be dealt with in its broadest aspects, and that no efforts will be made to outline all of the procedures which might be followed in any single plant for the purpose of evaluating the lead problem and mapping out satisfactory control steps. This article will have served

its purpose if it has been instrumental in suggesting some steps which may be taken to deal with the question in a more specific manner than may have been the case previously.

It would seem that an industrial official having any interest in lead hazards in his plant could well afford to approach the subject in the same analytical, thorough and business-like manner that he would assume toward any other phase of his industrial interests. Successful industrialists take proper cognizance of all factors and circumstances which influence production schedules and profit and loss. Lead poisoning is an unnecessary and preventable form of waste which can be examined from the economical or the humanitarian angle, or both, and the effects of the problem upon business can be measured tangibly, certainly from the economic point-of-view. So, proceeding along the same general lines of logic as those followed in studying any other phase of industrial expenses, the plant official would raise certain questions and seek the answers.

### How Lead Poisoning Manifests Itself

Lead and all of its compounds are capable of causing lead poisoning. It is true that certain compounds, notably lead chromate and lead silicate, are much less soluble in body fluids and secretions than others, but clinical experience and research have proved that, with sufficient degree and length of exposure, even these relatively insoluble compounds may cause lead poisoning. It is wise, then, to consider all lead compounds in this unfavorable light and deal with them accordingly.

The symptoms and physical findings presented by people suffering from lead poisoning may be relatively few or numerous. Such symptoms as progressive general weakness, loss of strength in wrists, arms or legs, loss of weight, digestive disturbances, abdominal pain or discomfort, constipation, nervousness, muscle and joint pains and change of disposition, together with such objective signs as paralysis or weakness in muscles of arms or legs,



pallor and anemia should impress the alert plant official with the fact that a lead-exposed worker probably is suffering from abnormal lead absorption.

### How to Diagnose It

The diagnosis of lead poisoning is a job for the physician and not for anybody else. However, the plant official should be familiar with the general procedures which are followed or indicated.

The diagnosis of lead poisoning requires correct information concerning the occupation of the worker, the nature and extent of his exposure and of other details which may play any role in his illness. To make a diagnosis without such information is dangerous in most cases and unwise in all. Careful attention should be given to all the symptoms which the patient presents, and to this end, the history should be taken very carefully. The physical examination will involve a general check-up on the patient, together with examination of the gums (and sometimes the anus) for lead line, the abdomen, muscles, nerves and other parts of the body which may be affected by lead.

Laboratory tests are of considerable value in the diagnosis of lead poisoning, although there is not a single laboratory procedure which will yield definitely diagnostic information. Blood examinations should be made to determine the amount of hemoglobin, the number of red and white blood cells, the relative proportion of the various types of normal blood cells, as well as the abnormal varieties usually found in people suffering from lead poisoning. Stipple cells are red blood cells which, when stained with proper dyes, present small, dot-like areas. Stipple cell counts are indicated in the diagnosis of lead poisoning and the presence of abnormal numbers of such cells is of confirmatory value. The basophilic aggregation count on the blood is somewhat similar to the stipple cell count and also is indicated. But the presence of an abnormal quantity of cells showing stippling or basophilic material is not positively diagnostic of lead poisoning. Neither do findings in normal ranges within themselves exclude a diagnosis of lead poisoning.

Quantitative examination of the blood, urine and/or feces for lead always is indicated and such tests, when properly made and interpreted, yield information which is definitely worthwhile, but not conclusive one way or the other. Some lead should be found

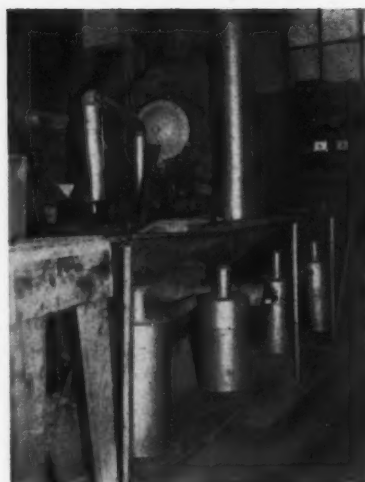
in these specimens from all normal individuals even though they may not have had any occupational exposure to lead. The quantity is small, ranging from 0.0 to 0.06 mg. per 100 grams of whole blood, and from 0.0 to 0.08 mg. per liter of urine. The quantity of lead eliminated from the body in the feces varies through somewhat greater ranges, but usually falls within the limits of from 0.10 mg. to more than 2.0 mgs. per single evacuation. All individuals living under normal conditions take into their bodies small amounts of lead in their food and beverages. This fact explains why it is normal to find small amounts of lead in the blood, urine and feces. Any tests which do not yield such information should be looked upon with suspicion as to their accuracy.

Qualitative tests for lead in the blood, urine and feces are absolutely worthless insofar as the diagnosis of lead poisoning is concerned. The amount of lead found must be in excess of normal values before any importance can be attached to the reports. The mistake often has been made of interpreting a qualitative report of the presence of lead as positive or confirmatory evidence of lead poisoning.

As has been implied in the above remarks, the diagnosis of lead poisoning should be based upon the history, symptoms, physical findings and laboratory tests. There is no single symptom, disorder or laboratory test which is of definite positive or negative diagnostic significance. It generally is true that positive information will be revealed through all of these channels of investigation. However, the physician often finds it necessary to make a decision on cases which have presented little valuable evidence. So the diagnosis often taxes the skill of physicians. The doctor who searches for the answer to his patient's troubles in all of these avenues will be far less likely to err and such careful diagnosticians are commended to industry.

### Evaluating Lead Hazards

All lead exposures should be investigated to determine the extent of their effects upon the workers. Many such exposures are of no health importance, since they are so slight that harmful exposure will not result. The decision as to the harmfulness usually cannot be reached by review of past illness among workers or by superficial inspection of the physical conditions involved. The extent of the hazard can be measured by precise, scientific meth-



**DANGER IS avoided here by the provision of down-draft ventilated stations for controlling the dispersion of lead dust.**

ods and, in a majority of instances, such procedures are the only safe ones. These steps concern both the working environment and the worker.

The evaluation of lead exposures includes a review of the industrial process and determinations of the amount of lead to which the worker is exposed. The survey of operation procedures will reveal the nature of the operation plus any peculiarities of the job caused by habits and mannerisms of the operators.

The extent of a majority of industrial lead hazards can be determined by analysis of the surrounding atmosphere for lead. Since the principal avenue by which lead enters the body of industrial workers is the respiratory system, and because a majority of the lead jobs cause the liberation of lead into the atmosphere as dusts or fumes, atmospheric determinations usually are the only procedures necessary for measuring the degree of lead exposure. Such analyses are made by both field and laboratory equipment. Samples of the atmosphere are taken from the breathing zone of the worker with the impinger, in the case of dust exposure, and with the electrostatic precipitator when fumes are present. The precipitator also may be used to collect dusts. The atmospheric samples are examined in the laboratory to determine the quantity of lead present. This figure is computed in terms of the amount of

*(Continued on page 23)*

# WPB'S DIVISION OF CONTRACT DISTRIBUTION HELPS TO SPEED UP WARTIME PRODUCTION

**EXPLANATORY:** This brief article gives a general outline of the purpose and organizational background of the War Production Board's Division of Contract Distribution as set up in Connecticut. In the simplest terms, this Division's prime job is to speed production of war goods while spreading work among the largest possible number of producers.

**C**ONNECTICUT manufacturers' new, almost sole customer, directly or indirectly, is now the government, and the most important profit they hope to make out of the business is victory alone.

The swift conversion of American industry from a peacetime to wartime basis, with the concomitant confusion and dislocation, has not only brought the war to the gates of the state's industrialists, but also government counsel, funds and control. Day by day more and more companies become dependent upon government agencies for the wherewithal to continue in business—either men, money or materials.

A vital federal agency in this struggle for national and personal survival is the Division of Contract Distribution of the War Production Board, the central Connecticut office of which is in Hartford, with branch offices in Bridgeport and New Haven. Surrounded by a hard-working staff on the second and third floors of the Phoenix-State Bank building in Hartford is the state director, Earle L. Milliken.

Previously associate director, Mr. Milliken was made director early in January while the former director, Carl A. Gray, also president of the Grenby Manufacturing Company in Plainville, became state chairman of the Division's Advisory Committee. In his new position Mr. Gray remains as active as before in the participation in and supervision over the Division's work. Members of his committee are: A. V. Bodine, president, Bodine Company, Bridgeport; Colonel F. U. Conard, vice-president, Underwood-Elliott-Fisher, Hartford; C. E. Hart, Jr., executive vice-president, Chase Brass & Copper, Waterbury; Daniel L. Jones, president, Strouse-Adler Company, New Haven; and R. F. V. Stanton, production engineer, Pratt & Whitney

Division, Niles-Bement-Pond, West Hartford.

## Chief Purposes

The Division of Contract Distribution (DCD) functions mainly as a trouble-shooter between the armed services and other government procurement agencies on the one hand, and state manufacturers on the other. Three of its principal objectives are:

- (a) to expedite war production;
- (b) to keep production facilities working at maximum, so that companies can stay in business and share the tax burden;
- (c) to keep employment dislocation to the minimum.

In order to achieve these aims, the DCD must first aid the conversion of as many manufacturing facilities as possible to the production of war goods. Since World War II is recognized as a war of metals, particularly close-tolerance metals, plants falling into this category naturally find themselves doing war work more quickly than any others. Less in demand at present are metal-stamping machinery and punch presses, of which the state has an enormous number.

In addition, the DCD must investi-

**TOP ROW, left to right, Earle L. Milliken, State Director; Carl A. Gray, Chairman, Advisory Committee; Edwin L. Howard, Manager, Priorities Division, Hartford Office.**

**BOTTOM ROW, left to right, James Allison, Director, Contracts Section; Raymond A. Barkhuff, Director, Non-metals Section; Edward R. Barlow, Director, Financial Section; Charles A. Newton, Manager, New Haven Office; Raymond W. French, Manager, Bridgeport Office.**



gate and make broker recommendations to federal loan agencies concerning companies which require new capital, buildings or machinery. It must also contribute to the acceleration of subcontracting by prime contractors.

Five nights a week the Division sends out a bulletin containing information pertinent to Connecticut manufacturers which has been received at the DCD office in Hartford in the 24 hours up to the noon of that day. Army and Navy invitations to bid, information about important prime contractors, news about machinery needed or available, and similar material appears in these bulletins.

Another medium of communication between the DCD and industrialists is the "cracker barrel conference", which Mr. Milliken and his staff originated. Not to be confused with a production clinic (like the one held at Yale University in New Haven late last month), this is an informal discussion with manufacturers in certain neighborhoods to clarify the production situations confronting them. One or more a week is taking place until every town in the state has been covered. In these meetings it is emphasized that would-be contractors, both sub and prime, must go after war work, just as they would if soliciting new private customers, by making their own contacts with prime contractors and procurement agencies.

#### **Production-Minded Staff**

DCD's state chairman, state director and chief staff members have all had considerable experience in production engineering. A resident of Connecticut for 17 years, Mr. Milliken once headed the Balamose Corporation (now Hartford Rayon) in Rocky Hill. For many years he was associated with Stone & Webster of Boston in charge of electric light and power plants and electric railways in Nova Scotia, Michigan, Texas, and Rhode Island. Recently he was a supervisory analyst for the Public Relations Division of the SEC in Washington.

The work of the state office has been divided into four sections: metals, non-metals, contracts, and finance. Chief of the metals branch is George W. Forrester, former head production engineer of the Ammunition Division of the Hartford Ordnance District. His job is to maintain a close relationship between the procurement agencies and the machine tool and metal manufacturers, who make up more than half of the state's industries. His staff, all

engineers, make field surveys of plant facilities, examine invitations to bid for their possible interest to local concerns, and generally strive to enlist Connecticut's metal working machinery in the war effort.

A novel wrinkle in the subcontracting picture is pooling plants to turn out wartime products. Planning and coordination of several plant facilities enables groups of companies to undertake production which as individuals they are not equipped to handle. Mr. Forrester himself is to be credited with developing and initiating the pooling idea in this area when he was working for the Hartford Ordnance in Springfield eighteen months ago. At that time he discovered that the only way he could get a certain fuse made was to farm out the 13 parts to several concerns. It worked so well that now he is applying the pooling technique to jobs involving 700 or more parts.

Usually when a pool is formed, one company takes over the prime contract and assumes the responsibility of subcontracting on it. Recently the trend has been toward the formation of pools at the suggestion or request of the armed services, especially with products the manufacturing operations of which the government wishes to keep secret. In some cases of this nature the procurement agencies themselves keep the prime contract.

#### **Non-Metals Section**

Head of the non-metals section is Raymond A. Barkhuff, formerly technical and production supervisor for Hartford Rayon and a chemical and textile engineer of broad experience. His group functions for the textile, woodworking, rubber, and plastic industries in much the same fashion as Mr. Forrester's staff does for the metals field. Certain branches of the textile industry in the state, such as blankets, thread, serges, and silk, are already swamped with priority orders; others, such as dyeing, needle and knitting establishments, are hard put to find war work they can do.

The contracts section is headed by James Allison, until recently factory supervisor of Billings & Spencer, Hartford, and once plant metallurgist for the Union Drawn Steel Division of Republic Steel. The job of his staff is to bring together existing prime contractors and possible subcontractors.

Directing the financial section, which arranges for aid in the form of loans to would-be contractors, is Edward R. Barlow, who came from the

Boston office of the RFC. At one time Mr. Barlow was credit manager of the Phoenix State Bank, later state bank examiner and chief trust company examiner for the State of Connecticut. Some requests for help are disposed of through local banks.

DCD's Bridgeport office is in charge of Raymond W. French, on leave of absence from that city's chamber of commerce, where he has been secretary of the industrial section. Assisting him as chief engineer is Thomas Dunn, former works manager of Bullard Company in Bridgeport. Five other engineers complete the staff.

The New Haven office is managed by Charles A. Newton, who is on leave of absence from his position as executive secretary of the Meriden Chamber of Commerce. During World War I Mr. Newton was connected with the Ordnance Department.

Responsible for publicity and public relations, displays, exhibits, clinics, and cracker-barrel conferences is the educational section of the state office, which is headed by Henry Jochim, formerly assistant to the sales director of Silex Company, Hartford.

#### **Priorities Office**

Intimately associated with the DCD is WPB's Priorities Field Service, the state office of which is also in the Phoenix State Bank building in Hartford. Edwin L. Howard is district manager. In order to assure a steady supply of raw materials, it is now practically mandatory for companies to obtain some kind of priority rating. Mr. Howard's office is equipped to give out information in reference to priorities and other forms of allocation. The blank forms on which manufacturers must apply for preference ratings are available in his office.

At present the office force consists of four men, all thoroughly trained in Washington. Manager Howard is a Cornell graduate, has worked with the Evans & Howard Company in St. Louis and in the construction business under his own name in New York. For the past 13 years he has been a resident of Connecticut. His associates are Frank H. Blakeslee of New Haven, a manufacturer; George H. Krell of Naugatuck, a metallurgist; and Donald H. Morgan, an accountant. A representative is present each Tuesday at the Waterbury Chamber of Commerce, each Wednesday at the New Haven Chamber of Commerce, each Thursday at the Bridgeport Chamber of Commerce, and each Friday at the Stamford Chamber of Commerce.



# NEW AID TO INDUSTRY OFFERED BY FARREL-BIRMINGHAM

**IN LINE** with the growing trend toward using industrial research as a weapon for combatting the spectre of a post-war slump is the new testing laboratory of Farrel-Birmingham, Ansonia. It is operated only in the interest of helping present and future customers of the Company to better old products and perfect new ones.

**A**S an aid to industry in the development of new processes and materials, Farrel-Birmingham Company, Inc., of Ansonia, Connecticut, has expanded the testing facilities at its Derby plant by completely re-equipping the laboratory that it has operated there for some years.

The laboratory is not intended to compete with established commercial laboratories but is operated solely for the purpose of aiding the company's present and prospective customers to develop new products or improve old ones, with the view that expanded use of these products will create a greater need for the machinery built by the company.

The new laboratory was started around last August, and since that date an average of three independent companies per week have made use of the testing facilities. The laboratory has been found particularly valuable at this time by manufacturers who are endeavoring to substitute materials and processes for those made difficult or impossible to secure because of the priorities of the war program. Already many experiments have been performed with such materials as rubber, synthetic rubber, various kinds of plastics (such as cellulose acetates, resinous compounds and phenolic condensation products) asphaltic materials, linoleum, cellulose products, paints and enamels. Many of the more recent formulas of plastic articles have been developed in this laboratory.

The laboratory is equipped with production-size machines as well as experimental machines, so that when formulas are developed and tested on a laboratory scale, tests can be completed at once in the same size machines that will be used for production.

Where customers are well-informed of their own requirements and need only the machinery and equipment, formulas are compounded according to the customers' selection and they are allowed to have full control of the technique. In other cases, where the procedure is new, Farrel-Birmingham Company can, if desired, furnish practical assistance in the development of processing technique.

The laboratory is operated in such a way that the user has complete privacy and secret processes or formulas need not be disclosed to anyone. Schedules are so arranged that no two clients are there at the same time. The laboratory is under the supervision of an engineer who has had many years' experience in the rubber and plastics industries and the operation of the equipment is performed only by trained and experienced personnel.

## Equipment

The main room of the laboratory is 36 feet wide by 90 feet long and is thoroughly modern in equipment and layout. With the exception of the lower part of the walls and floor the entire interior and the machinery are painted white, providing bright lighting under most daytime conditions. Fluorescent lamps also provide bright illumination during the hours when artificial light is necessary.

The machinery includes a size 3-A Banbury with two-speed drive so that it can be operated at speeds of 34 and 68 RPM. The Banbury is mounted over a 22" x 48" heavy duty, two-roll mill, which can be used for sheeting out the stock from the mixer or for other milling operations. An elevator and conveyors carry materials from the main floor to the operating platform of the Banbury Mixer. Next to the Banbury Mixer and sheeting mill installation is a tilted refiner with 21" and 24" x 36" rolls. This machine is driven by individual motor and arranged to operate at either 20 or 61.44 RPM.

The experimental size equipment consists of two laboratory Banburys—a size "B" and a midget; a 6" x 13" two-roll mill; a 6" x 13" three-roll calender; a 3" plasticator and an 8" x 8" hand-operated hydraulic press, with electrically heated plates.

A 15-HP, automatic, gas-fired boiler provides steam pressure up to a maximum of 150 lbs. per square inch. Laboratory scales with metric graduations, portable scales of 1000-pounds capacity, tables, stock bins, shelves and cupboards make the laboratory equipment complete for handling the materials being processed.

Arrangements for the use of the laboratory facilities can be made by writing Farrel-Birmingham Company, Inc., Ansonia, Connecticut.

**GENERAL VIEW** of the new testing laboratory at the Derby plant of Farrel-Birmingham Company, Inc.



# INDUSTRY'S GREATEST ASSET

By W. A. PATTERSON, *President, United Air Lines*

**Editor's Note:** Out of the recent defeatist chorus, "There Are No New Frontiers to Conquer", comes the refreshing note from Mr. Patterson that our greatest challenge of the future lies in developing our abilities to "build men while building better machines".

I HAVE long considered my relationship with the personnel of our company as one of my two primary responsibilities; the other is my responsibility to stockholders.

As I see it, management serves the dual interests of the partnership of employes and stockholders, and in the direction of our company's affairs it is necessary that I weigh carefully the effect of our policies and practices upon the welfare of both employes and stockholders.

I am genuinely interested in the employes of United Air Lines as people. In my opinion, there are too many representatives of top management who are guided in their thinking by balance sheets, by their investments in the plant, their cash balances, their sales and their unit costs. Because there is no value placed on the employes on the balance sheet, management that follows such process of evaluation is sometimes unconscious of the greatest asset in its organization.

The balance sheet of United Air Lines places no dollars-and-cents value on the three thousand, four hundred employes we have, but in my opinion they represent the most important asset our company has on its books. Management must be conscious of and place a value on that important factor of human energy and initiative that after all is necessary to keep machines going and accomplish the ideas.

In all organizations each morning on the desk of top management we find various financial reports, sales reports, plant reports, and capital investment and expenditure records. But how many reports do we find on the desks of top management that deal with the vital statistics and the condition of that great asset—employes?

We are dealing altogether with the inanimate things which after all do not respond to human consideration, sympathy and constructive necessities. Sometimes we become confused with fair dealing, constructive thinking for the welfare of our employes by an



W. A. PATTERSON

attitude of paternalism. Our employes are individuals. They do not want to be wards. They do not want their individual lives directed by others. All they are asking for is the opportunity to make a living, to have their ability recognized and the opportunity to buy those things that are going to contribute to their success and to their happiness.

We must treat our employes as individuals. I think sometimes in our personnel work we get off on the wrong track. We resort to systems and formulas. Sometimes we resort to science. In dealing with problems of human relations I don't think there is any formula that you can apply to all your employes. To be a success they have to be treated individually.

Directly under my office I have about six men. I know of no formula that I can adopt discussing their problems or disagreeing with their ideas or possibly calling to their attention mistakes they have made. You have the extremely sincere type of individual, the conscientious type. You usually find that type of individual extremely sensitive. They have put everything they have into the job. It takes me

two and three hours possibly to make a suggestion to that type of man. We have the other type, possibly the sales type, that represents the more aggressive, and they must be dealt with on a different basis. The financial type who is suspicious of everything and everybody, they have to be dealt with on a different basis. The same is true of individuals throughout our organization. They are made up of different personalities and different temperaments. I have seen organizations attempt to give a foreman a formula to deal with his men. As I see it, that man is either a foreman and has the interest qualities to deal with his men, or he hasn't. I think you can possibly supply him with certain tools or a philosophy to work on, but you can't give him a formula.

Discipline is something that has been a problem to our particular company. When evaluating a mistake a man makes, view it in this manner: Is this a normal mistake for the average man to make? And there again we must deal with the individual. We all know that there are some people who cannot understand you unless you "kick them in the pants". We also know that there are others with whom you cannot accomplish results by forthright treatment. They feel as badly about the mistake as you do, and a little sympathy, a little understanding, will make that man a better employee than browbeating.

We have cases of demotion. Sixty per cent of the cases which have come to my attention where it was necessary to demote a man, does not represent a weakness of the worker, but represents a weakness of the individual who selected him for the job in the first place.

We hear a great deal about this question of security on which many of us disagree. One objection is that the average man today expects security regardless of his ability. We say we cannot guarantee to anyone security beyond his ability. I do not agree en-

(Continued on page 26)



# T. W. I. PROGRAM LAUNCHED IN CONNECTICUT

IN THE FEVERISH RUSH to attain arms supremacy over the Axis, the Labor Division of WPB has developed and tested a simplified method of speeding up industrial training. The essential highlights of progress since its introduction to Connecticut are tersely related below.

**T**HE former OPM (now WPB) established the Training Within Industry branch for one underlying purpose . . . to assist industries to meet their manpower needs by training within industry each worker to make the fullest use of his best skill up to the maximum of his individual ability, thereby enabling production to keep pace with war time demands.

## District No. 2

TWI has 22 District Offices; Connecticut and Rhode Island are District No. 2.

## Connecticut

To introduce and establish the TWI program in major industrial centers, Connecticut is set up in ten zones: Stamford, Bridgeport, New Haven, Lower Naugatuck Valley, Waterbury, Meriden, New Britain, Hartford, Wilimantic, New London.

## Rhode Island

TWI activities in Rhode Island are heading up in Providence.

## Consultants

In each zone, representative men from local industries have accepted appointments from OPM, Washington (at present, 43; to expand as needed) to serve as a local Advisory Committee and to acquaint local prime and sub-contractors with the entire TWI program and, specifically, with the content and purpose of the WPB Job Instructor Training program.

## Job Instructor Training

**Purpose:** To give those with responsibility for instructing workers a short, intensive and practical training in the most effective way to teach a worker a new job or new skill.

**Time Required:** Training condensed into five 2-hour sessions, schedule to fit the shifts and convenience of participants.

**Results:** No supervisor, foreman, assistant foreman, group leader or lead man who is drilled and coached in this intensive training can help but step up his effectiveness as a job instructor. These principles will apply wherever

instruction is required, whether it be in training a new worker, or upgrading present employees for higher skilled jobs. Workers will be better trained in less time when these practical and experience-tested principles of good instruction are applied.

**No Cost:** The Training Within Industry Division of WPB has made arrangements whereby this training can be done for defense industries without cost to defense industries. Federal funds pay the cost and the WPB expects essential industries to avail themselves of this effective means of expediting production.

## Cooperation

The TWI program in Connecticut operates in full cooperation with the Bureau of Vocational Training of the State Department of Education.

## Program Launched January 6

The WPB Job Instructor Training program was outlined in detail at New Haven, January 6: A.M., to TWI

panel consultants and representatives of the State Department of Education, ESMDT, and Federal Apprenticeship Council; P.M., to 135 management executives, training, employment and personnel directors. Glenn Gardiner, Managing Executive of the Forstmann Woolen Company, Passaic, New Jersey, on leave to WPB, addressed both meetings.

## WPB Institute, New Haven

15 men from Connecticut industry and State Bureau of Vocational Training went through an intensive, streamlined 18-hour OPM Institute January 6, 7 and 8, Mason Laboratory, New Haven, under leadership of Clifton Cox, Methods Engineer and Director of Training, Johnson & Johnson, New Brunswick, New Jersey, on leave to WPB. (J & J has put 1800 employees through this training program.) Certified WPB Trainers have been selected from this group to serve Connecticut plants. Additional WPB Institutes will

(Continued on page 29)



No dull moments in the 18 hours these men spent at OPM Institute, New Haven, January 7, 8, 9. Under the watchful eye and experienced guidance of Clifton Cox, Institute Leader, each man learned by doing.

At demonstration table, left to right (all titles omitted for brevity) are: Myron H. Clark, R. Wallace & Sons Manufacturing Co., Wallingford; Edward A. Kraus, State Bureau of Vocational Education, Middletown; T. M. Callender, State Bureau of Vocational Education, Bridgeport; R. E. Shoemaker, Bullard Co., Bridgeport; J. D. Clark, State Bureau of Vocational Education, Bridgeport; Thomas G. Craven, Remington Arms Co., Bridgeport; Fred J. Claffey, Remington Arms Co., Bridgeport; Clifton Cox, Institute Conductor (standing); J. J. McCarthy, General Electric Co., Bridgeport; C. R. Weidman, Underwood Elliott Fisher Co., Bridgeport; A. E. Whitehill, Assistant District Representative, Training Within Industry (back center); L. R. Melquist, Underwood Elliott Fisher Co., Bridgeport; C. Edward Chapman, Yale & Towne Manufacturing Co., Stamford; G. Roy Fugal, General Electric Co., Bridgeport; C. A. DuBois, Scovill Manufacturing Co., Waterbury; H. L. Beach, State Bureau of Vocational Education, Meriden; R. W. Howes, State Bureau of Vocational Education, Hartford, TWI Schedule Supervisor.

# NEWS FORUM

## Calendar

**FRANK H. LEE HAT COMPANY** of Danbury held its ninth annual banquet at the Hotel Green. Dinner was followed by a brief speaking program and ten acts of professional vaudeville. Frank H. Lee, president, announced that the company had established a new record in the hat industry by manufacturing 337,000 dozen hats during the past fiscal year.

★ ★ ★

**THE MANUFACTURERS' COUNCIL** of the Stamford Chamber of Commerce met for dinner at the Roger Smith Hotel and heard blackouts and air raid precautions discussed by R. W. Marshall, deputy air raid warden. Representatives of all local manufacturing plants were invited to attend, whether or not they were members of the Council, as the information given was important to industrial plants.

★ ★ ★

**AT A MEETING** of the Manufacturers Association of Hartford County, held in the auditorium of the Hartford Electric Light Company, Professor Richard F. Flint of Yale University, who has been conducting researches and experiments on the subject of blackouts for the past several years, spoke. Other authorities on blackout lighting also addressed the meeting. Col. Samuel H. Fisher, state defense administrator, spoke briefly on

progress of coordination of defense plans for the entire state; and Major Herbert J. Schwabacher, occupational advisor, state headquarters, Selective Service System, discussed the effect on Hartford manufacturing plants of necessary curtailment of draft deferment listings.

★ ★ ★

**REPRESENTATIVES** of Middletown manufacturing plants met with officials of the Defense Council in Town Hall. Approximately 50 were present to hear John Andrews of the State Defense Council talk on plant protection and to organize an executive committee to handle such protection.

★ ★ ★

**WINSTED MANUFACTURERS ASSOCIATION** held a special defense meeting at the association's rooms in Winsted club on December 22nd. The meeting was called by President Harry E. Norton at request of several local manufacturers. Five members of the OPM office at Hartford were in attendance and answered the questions of manufacturers.

★ ★ ★

**MANUFACTURERS ASSOCIATION** of New Haven County held its annual meeting at the Lawn Club. Henry Ware Jones, Jr. was elected president, Starr H. Barnum vice president, Warren M. Crawford treasurer, and Joseph S. Whiteside, Jr. executive secretary. An exhibit of representative products of members was set up and

created much interest. The following were elected to the executive board to replace those whose terms expired this year: Arthur R. Gow, to serve two years; E. L. Simonds, D. L. Jones, Leslie J. Scott, F. W. Gilbert, James W. Sneyd, and Marshall F. Beebe, all to serve three years.

★ ★ ★

**NEW HAVEN CHAPTER OF NATIONAL ASSOCIATION OF COST ACCOUNTANTS** met Tuesday, January 27th at the Y. W. C. A. in New Haven. Speaker was William C. Armstrong, secretary-treasurer of Rockbestos Products Corporation, New Haven, who spoke on "Advantages and Disadvantages of Standard Cost." He discussed standard costs, their development and uses in modern costing.

★ ★ ★

**BURRITT COMPANY** of Bridgeport enjoyed a Christmas party in the Rose Room of the Stratfield Hotel. The party featured presentation of service pins to veteran workers. Guests of honor were two of the eight Burritt employees now in the U. S. service. Following a dinner and community singing, President William F. Severn presented the pins. A program of entertainment was followed by dancing.

★ ★ ★

**BULLARD COMPANY** of Bridgeport gave a Christmas party for the children of employees in two sections. The children saw Mickey Mouse, a



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Gene Autrey picture, educational shorts and laughed at the antics of Jolly Bill Steinke, radio figure and cartoonist.

### Comment

**E. E. WILSON**, president of United Aircraft, told foremen and executives of the Vought-Sikorsky plant that "the winner of this war will control the world for years to come," at a Christmas party held in Stratfield Hotel. "We are fighting for the highest stakes in the history of the world," he told the group, adding that we were up against "spiritual and material forces that will demand all the effort we can muster to overthrow."

### Died

**CHARLES H. MEYERS**, 65, an accountant for Warren Woolen Company, Stafford Springs, and a member of the city's board of finance died January 2 at Johnson Memorial Hospital after a short illness. For over 30 years Mr. Meyers was secretary and treasurer of the former Fabyan Woolen Company and also associated with the former Consolidated War Company of Stafford Springs. He served on the Borough Court of Burgesses for several terms.

### Disaster

**THAMES WOOLEN COMPANY'S** mill in East Glastonbury was destroyed by fire late in December. The blaze was subdued only after a four hours' fight by more than 80 firemen from Glastonbury and nearby towns. Damage was estimated at \$150,000 by Plant Superintendent John Hulme. Mr. Hulme said the fire started in card room where wool dust was ignited by a spark from a broken electric light bulb.

Firemen fought to save the Scott Plastics Company building which contained a quantity of explosive materials. The company had not been in full operation because of priorities. A dye house, garage and picking room of the woolen mill were also saved. The mill, commonly known as the Angus Park Mill and owned by Furman Brothers of Norwich, manufactured wool yarn.

### Education

**FUTURE WAR WORKERS** are being given free instruction and practical training at the defense training school in Norwich under direction of the State Board of Education. Although over a score of students are registered, there are opportunities for many more from Norwich and vicinity to receive this training. The school is fully equipped with lathes, millers, shapers, grinding machines and planers of the latest designs and with experienced instructors.

★ ★ ★

**BECAUSE CONNECTICUT** was so far ahead in starting its training for defense, establishing schools two years ago, most qualified trainees have now been exhausted in the state. Therefore defense training courses and vocational training schools in the state probably will not increase their programs to a 24 hours a day basis. Richard Barrett, state administrator of NYA, admitted that their office had found "the remaining residue of men for full-time training very small," and said that he knew others were having similar trouble.

### Expansion

**A HUGE NEW** brick and steel plant is under construction at Jenkins Brothers in Bridgeport. New machine tools have been in operation in the present plant making the mechanisms which were a part of the equipment of the destroyer Kearney when it took shell shocks heavy enough to play havoc with an old time battleship and made port under her own power.

### Honored

**ENTIRE MEMBERSHIP** of the Foremen's Association, Bridgeport Works of General Electric, turned out recently to honor W. Stewart Clark, Bridgeport works manager. Also in attendance at the surprise testimonial dinner were President Charles E. Wilson, Vice Presidents H. L. Andrews and W. R. G. Baker and Assistant Works Manager J. W. McNairy. The association's president, John J. McCarthy, acted as toastmaster, and at a prearranged signal Stephen Habansky (at right in picture) advanced to the

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speakers' table and presented a white gold watch bearing the inscription, "To W. Stewart Clark—For Understanding Leadership," and a scroll signed by every member.

### Industrial Relations

**PRESIDENT ROOSEVELT** brought his labor-management conference to an abrupt close by accepting the points on which the conferees were in agreement, which were as follows: 1) There shall be no strikes or lockouts during the war; 2) all disputes shall be settled by peaceful means; and 3) the President shall set up a War Labor Board to handle disputes.

Regarding the controversial closed shop question, a letter the President sent to the conference did not mention it specifically, but William H. Davis, moderator of the conference, interpreted the letter as meaning that a new war labor board would have jurisdiction over issues involving the closed shop. Employer representatives in the

conference had taken the position that disputes arising from campaigns for closed shops should not be submitted to the board.

★ ★ ★

**THE AWARDING** of service pins by Wallingford Steel for continuous employment was begun with distribution of five, ten, 15 and 20 year pins. This is the first time that service pins have been awarded by the company and it was announced that the practice will be continued.

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**NORMA - HOFFMANN** Bearings Corporation of Stamford has extended its group life insurance plan for employees to provide benefits for accident injuries and deaths away from place of employment, sick benefits, hospital and surgical benefits, and extension of such benefits to families of employees. The policy, written by the Travelers Insurance Company, is believed to be the most comprehensive ever worked out for an industrial plant in the state. About 1,000 of the 1,200 employees of the company have signed for the coverage and practically all heads of families among employees have signed for the coverage of their families, it was reported.

★ ★ ★

**HARTFORD ELECTRIC STEEL CORPORATION** has established an independent and irrevocable trust agreement to provide a "separation

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wage" plan for its employees, in a forward-looking step to the time when employment will of necessity be reduced for lack of business and in order to maintain purchasing power for consumer goods. Directors voted to establish the fund which will amount to \$250,000 and will be administered by Hartford National Bank & Trust Co. It is to be created by appropriating 5 per cent of monthly sales of the company as long as earnings permit and paying the amount to the trustees. This appropriation will be regarded as an item of expense and if necessary will be added to the cost of the corporation's product.

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## Personnel

**E. H. CRAMSIE**, former general manager of Sperry and Barnes, New Haven, has been transferred from New Haven to Chicago. P. H. Meyer succeeds Mr. Cramsie as Manager of the New Haven plant.

★ ★ ★

**CHARLES L. CAMPBELL**, president of Connecticut Light and Power, celebrated his 30th anniversary with the company in December. A. J. Campbell, vice-president, and Irvin W. Day, director and former vice-president, also celebrated their 30th anniversary in December.

Charles L. Campbell started his service with C. L. & P. in 1917 when it was merged with the United Electric & Water Company. He was named vice-president and treasurer in 1929 and president in 1937. Mr. Campbell was treasurer of the Manufacturers Association of Connecticut in 1937 and is at present a director of the group.

A. J. Campbell came to Waterbury in 1911 as manager of United Electric Light and Water. When C. L. & P. was formed, Mr. Campbell continued as an executive of the company and in 1939 was made vice-president in charge of real estate.

I. W. Day became assistant secretary of United Electric Light & Water in 1912, was made secretary and treasurer in 1914, and elected vice-president of Connecticut Light & Power in 1917 when the companies were merged. Mr. Day has resigned as vice president in charge of operations, but remains with the company as a director.

★ ★ ★

**GEORGE S. STEVENSON** of Hartford and New Haven, prominent Connecticut banker and industrialist, was elected to the Central Vermont railway's board of directors. Mr. Stevenson succeeds the late E. Kent Hubbard, former president of the Manufacturers Association of Connecticut. He is president of New Haven Savings Bank as well as a director of various Connecticut corporations.

★ ★ ★

**H. MANSFIELD HORNER**, general manager of Pratt & Whitney Divi-

sion of United Aircraft, was elected a vice president at a meeting of the board of directors on December 31. Mr. Horner has spent his entire industrial life in the manufacture of Pratt & Whitney engines. In commenting on his election, President Eugene E. Wilson said it was in keeping with the company's established policy of developing its own executive staffs. "He joined Pratt & Whitney Aircraft within a few months after its formation and he has taken an active part in its growth over a period of 15 years," Mr. Wilson said.

★ ★ ★

**WILLARD B. ROGERS**, chairman of Connecticut Division of New England Council, has announced that Henry Ware Jones, Jr. of New Haven has been elected a director of the Division. Mr. Jones has been president and treasurer of American Tube Bending of New Haven since 1936.

★ ★ ★

**MAJ. LEONARD J. MALONEY**, director of State Employment Service, will retain that post under the transfer of his department to Federal jurisdiction.

## Progress

**THE FIRST TWO CARLOADS** of a material that has never before been manufactured anywhere in the world were shipped from Stafford Springs during the week of December 7. It is a material that bids fair to revolutionize production of insulating material and in time is expected to supplant rock or mineral wool, which until this product made its appearance, was the accepted material for insulation purposes. Only a few people in eastern Connecticut were in on the secret which has interested the U. S. Department of Agriculture, the Army, Navy and the Reynolds Metal Co. of Richmond, Va., for the past year or more.

This new product was developed and is being manufactured by Lawrence Gilman, vice-president of Gilman Brothers of Gilman, Connecticut. This insulation material is just raw cotton that has been impregnated with a solution making a highly inflammable substance absolutely fireproof.

## ATTENTION! HOUSE ORGAN EDITORS

You can promote the health of workers by running a regular column in your publication on nutrition. The State Committee on Nutrition in Industry has prepared, with the assistance of Drs. Rowley and Chaney, a series of "one minute" articles on the value of nutrition. Send for this full series now available by writing CONNECTICUT INDUSTRY.

### Pulse

**CHARLES C. HAAS**, president of American Hat Company, South Norwalk, notified customers by mail that the company had suspended business as of December 12 because of the emergency. At the same time, he revealed that he has written to Donald M. Nelson, executive director, supply priorities and allocations board, Washington, offering the plant and his own services in whatever way they can best be used in the emergency.

★ ★ ★

**AMERICAN TRUCKING ASSOCIATIONS, INC.**, national organization of trucking industry, has asked

Interstate Commerce Commission for permission to intervene in the petition of railroads for a general 10% increase in passenger and freight rates. The truckers' action indicated that application would be made to increase rates. Connecticut Manufacturers Association has urged that any freight rate increase granted to railroads be on a basis of a flat increase per 100 pounds, rather than on percentage, to avoid "pushing New England farther eastward into the Atlantic Ocean."

★ ★ ★

**E. E. HILLIARD MILL** in Hilliardville, one of the oldest woolen mills in the country, was sold at public auction. The mill has been closed for the past several years following a labor dispute. Opened in 1793, the mill had been operated continuously by the Hilliard family. In 1940, the entire plant was assessed for \$174,746. The mill buildings, one of which was built in 1925, was purchased for \$33,000 by Aaron Krock of Worcester, Mass., a mill broker and machinery auctioneer, who said he intended to resell it to another concern.

### Regulation

**UNDER ORDERS** from the Office of Price Administration, raw wool, wool tops and wool yarns were subjected to price ceilings. Under the terms of the order the products must not be sold at prices higher than those which prevailed between October 1 and December 6 last. Schedule applies

## DO YOU WANT DEFENSE BUSINESS?

Then give an outline of your facilities, including tolerances to which you are able to work, in an advertisement in *Connecticut Industry*.

*Rates on request*

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to all forms of selling including "futures" as well as "spots," but does not include retail sales of wool yarns. Grease wool "futures" and wool tops "futures" are traded on the Wool Associates Division of New York Cotton Exchange. The OPA ceiling for these futures is \$1.278 a pound for wool tops and 95½ cents a pound for grease wool.

### Safety

**FOURTEEN DRIVERS** of Bridgeport Brass Company's fleet of trucks and cars were awarded safe driving buttons and certificates by Royal Indemnity Company for driving without an accident for periods ranging from one to seven continuous years.

## EXPERIENCED HELP

The Worden Company is effectively organized to give New England firms real help. Our staff of over fifty trained analysts and engineers is ready to give you such particular assistance as you may require. These men know how to get things done. They have already solved at sometime or other almost every difficulty that management is faced with today. It is usually only a matter of recognizing the problem and deciding which of several proved solutions to apply for speediest and best results.

These men are available for a single project that may only involve a day's or a week's work, or for more complete and lengthy jobs. And they can be on your job quick. All you have to do is telephone our Boston headquarters.

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**MANAGEMENT ENGINEERS**

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"Our 10th year of leadership"

# CONNECTICUT AT WAR

**GENERAL ELECTRIC** of Bridgeport has transformed its washing machine division to aid in defense production. It is already participating in a large order for one branch of the government. Manager Charles K. Skinner said this order is only the initial order and one of 17 different items assigned to the washing machine industry for production.

★ ★ ★

**MANUFACTURERS GROUP** of Meriden Defense Council is working on plans to make its factories self-supporting in cases of emergency. Facilities are being built-up and trained

for any emergency which might occur in any Meriden factory. This organization will function not only in case of air raid, but also in case of sabotage within the factory, and for any accidents or fires which occur under normal operation.

★ ★ ★

**INDUSTRIAL AND PUBLIC** buildings protection unit of the Norwalk Civilian Defense group drew 125 executives of local manufacturing plants to a meeting at which Mayor Frank T. Stack explained how important it was for each local plant to make adequate provision for the protection

of its employees. Inspector L. B. Gingras of the War Department Protection Bureau, Hartford area, told of the necessity for continued production and safety of plant and personnel during the emergency. He told how factories should be protected during air raids. A committee was named to serve with William Wolfe, maintenance superintendent of Nash Engineering Company, chairman of the protection unit.

★ ★ ★

**CHESTER BOWLES** of Essex has been appointed by Governor Hurley as state rationing officer, a full-time, non-salaried post created at the request of the Office of Price Administration in Washington. Special local boards will be created to work with Mr. Bowles.

★ ★ ★

**A FORMER BRIDGEPORTER** and once an apprentice in the Bullard plant of that city is now president of his own factory, the M-F Kay Manufacturing Company in Long Island City, N. Y., which is producing precision parts 24 hours a day. He is Marion Frank Kowalski. After a long, hard struggle Mr. Kowalski has realized his ambition in industry just when he can be most useful to the government. He went to New York to "try his luck" with a shop of his own, with only enough machinery for a start. When the present World War started, Kowalski and his two nephews who invested in the business decided to engage their factory in war production. Today he needs more machines, more men, more space.

★ ★ ★

**REMINGTON ARMS** plant in Bridgeport is now a "war zone". It is under the full protection that existed during the first World War. The big munitions factory has been set off in an area that only the most carefully identified persons can reach. Only buses with closed windows may pass through the "zone." They may not pick up or discharge passengers.

## PROPER DISPLAY OF FLAG

Now that we are a nation at war, many of us have displayed and will continue to display the American flag publicly in the shop and in our homes. It would be well for us then to review the rules for its proper display.

"When carried in a procession with another flag or flags, the flag of the United States of America should be either on the marching right, i.e., the flag's own right, or when there is a line of other flags, the flag of the United States of America may be in the front of the center of that line.

"When displayed with another flag against a wall from crossed staffs, the flag of the United States should be on the right, the flag's own right, and the staff should be in front of the staff of the other flag.

"When a number of flags of States or cities or pennants of societies are grouped and displayed from staffs with the flag of the United States of America, the latter should be at the center or at the highest point of the group.

"When flags of States or cities or pennants of societies are flown on the same halyard with the flag of the United States of America, the latter should always be at the peak.

"When displayed either horizontally or vertically against a wall, the union should be uppermost and to the flag's own right, i.e., to the observer's left. When displayed in a window it should be displayed the same way, that is with the union or blue field to the left of the observer in the street.

"When displayed over the middle of the street, the flag should be suspended vertically with the union to the north in an east and west street or to the east in a north and south street.

"The American flag should not be permitted to touch the ground, or to trail in the water, and it should not be used as drapery or as decoration, where bunting of red, white and blue is in order. When the flag is in such condition that it is no longer a fit emblem for display, it should be privately burned."

WPB has taken control of essential civilian as well as wartime production. In an amendment to priorities regulation No. 1, WPB directed that all orders bearing a priority rating, including those with B ratings accorded to essential civilian products, must be accepted by producers in preference to any unrated order.

★ ★ ★

**STATE GUARD** withdrew from its protective patrol of Connecticut's defense manufacturing plants and utilities on January 17 to return to its role of an emergency force for action during disasters. Governor Hurley, announcing the change of orders, said that after the withdrawal date manufacturers would have to provide their own armed guards whose numbers and activities would be directed by the Army.

★ ★ ★

**CONNECTICUT MANUFACTURERS** were urged not to hold up defense production through inventory layoffs by State Labor Commissioner Cornelius J. Danaher. The Commissioner stated that in making decisions on applications for industries to operate third shifts for Sunday work, he would take into consideration any recent layoffs because of inventory, or for any other reasons "within the control of the manufacturer."

★ ★ ★

**AMERICAN MANAGEMENT ASSOCIATION**, 330 West 42nd Street, New York City, is issuing six booklets in which production managers tell how they are doing today's job. The booklets can be ordered from AMA. They are: Prod. 131—**DEFENSE PRODUCTION PROBLEMS**—Quality Control Subcontracting, Training, 50¢. Prod. 130—**INCREASING FACTORY OUTPUT THROUGH BETTER USE OF EMPLOYEE SKILLS**, 75¢. Prod. 129—**INCREASING FACTORY OUTPUT THROUGH BETTER PRODUCTION CONTROL**, 75¢. Prod. 127—**SELECTION AND DEVELOPMENT OF FOREMEN AND WORKERS**, 75¢. Prod. 126—**INDUSTRIAL TRAINING PROGRAMS FOR INCREASED PRODUCTION**, 75¢. Prod. 125—**COMPANY PROBLEMS OF MULTIPLE-SHIFT OPERATION**, 50¢.

**DECLARING** that "agriculture is a defense industry," Colonel Ernest L. Averill state director of Selective Service, said that local draft boards have not altered their policy about deferment of farm workers since the U. S. went to war.

★ ★ ★

**IN AN ARTICLE** in the Monthly Bulletin of Connecticut Department of Labor and Factory Inspection, Division of Employment Security, Benjamin Brown states that the curtailment of raw materials to non-defense industries will cause a great increase in partial unemployment and also total unemployment during the coming year.

Although priority restrictions have not yet been fully felt in non-defense industries, it was pointed out, "indications tend to prove that greater pressure is being brought to bear on such industries and will gain momentum in the coming year."

★ ★ ★

**FULLER BRUSH** has joined the growing list of local concerns adopting payroll allotment plans for purchase of defense bonds by employees. President Alfred C. Fuller urged 100% cooperation by officers and employees.

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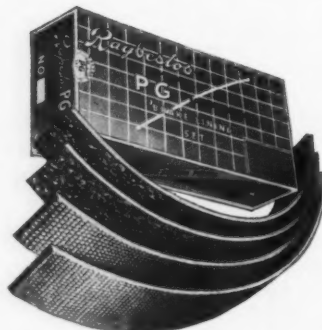
For a 5-minute demonstration of this unique dictating equipment, which combines speed of output with operating ease, portability and low cost, write, phone or wire. **IMMEDIATE DELIVERY.**

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# NEW PRODUCTS ON PARADE

**MODERN PACKAGING** as well as improvements in the products themselves, in keeping with the growing demands of the automotive industry, have resulted in steadily increased sales of Raybestos Brake Lining and Fan Belts, manufactured by Raybestos Division, Raybestos-Manhattan, Inc., Bridgeport. Raybestos Silver Edge Brake Lining, nationally identified by the coil (see illustration immediately below) formerly was supplied in rolls



**ATTRACTIVE** packages, which lend themselves to display, have proved definite stimulants to sales of Raybestos Brake Lining and Fan Belts.

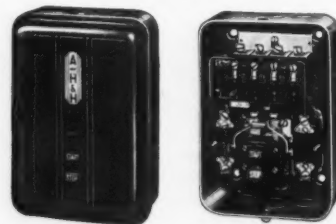


and often was shipped to jobbers in carload lots. With the advent of hydraulic and other types of brakes, Raybestos developed the PG (Proving Ground Tested) set which included combinations of seven types of ma-

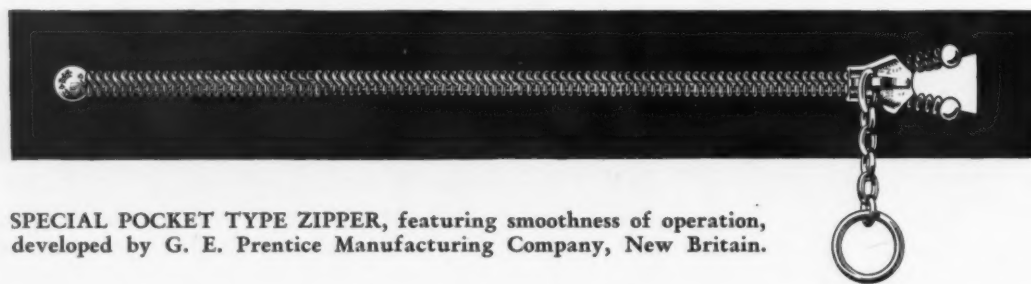
terial. Along with this new development came a four-color carton designed both with an eye to attractiveness and service. A parallel development took place to supply the requirements of trucks and other heavy equipment.

Fan belts have likewise changed with the times both as to construction and packaging. The V-Belt replaced the flat type in most instances and Raybestos pioneered the "Cabled Cord" Construction for belts similar to that used in large cable suspension bridges to equalize the load. A specially designed carton protects the belts from heat and sunlight.

**NEWLY ADDED** to Arrow, Hart & Hegeman's line of industrial switches and motor controls is a series of Solenoid Magnetic Starters, Across-the-Line Type. Motors from 1 to 7½ H.P., single or polyphase, A.C., 110 to 550 V. can be controlled with these starters which feature improved design throughout for quicker wiring and simplified maintenance. Not only does this mechanism start and stop motors under all normal conditions but, in addition, provides protection to operator, motor, machine and product. Separate-unit construction for each pole—confines the arc, excludes dust. This lighter, stronger build of switch reduces impact, conduces to long life.



Switching mechanism in overload relays is insulated from the bi-metal and heater. Coil ratings clearly visible: coils, contacts and other parts easily changed. Switch unit removed or replaced by turning only one screw. Reset button independent of cover.



**SPECIAL POCKET TYPE ZIPPER**, featuring smoothness of operation, developed by G. E. Prentice Manufacturing Company, New Britain.

Conventional zippers are the "unit" type . . . separate pieces of metal fastened to tape. Naturally, the edges of the metal have a certain degree of roughness. The G. E. Prentice Mfg. Company, of New Britain, is one of the earliest producers of "unit" type fasteners. In fact, Prentice still pro-

duces such zippers today. These zippers are excellent for luggage, where heavy strains must be absorbed, and on clothing, where limpsness is required of a zipper. But for pockets—and we find zippers closing the pockets of handbags, sweaters, snowsuits, overalls—the zipper must have another quality

—smoothness. Accordingly, the Prentice engineers developed this new zipper, called "NU-ZIP", which is completely rounded, continuous, without edges, and therefore completely smooth. So well has this zipper filled a need, that sales have increased approximately 34 times the original output.



## LEAD POISONING IN INDUSTRY

(Continued from page 8)

lead per ten cubic meters of air—the approximate amount of air breathed by the average worker in an eight-hour period of time.

Experience and research have revealed that the average person can work for an indefinite period of time in an atmosphere not containing more than 1.5 milligrams of lead per ten cubic meters of air without suffering any ill effects. A small percentage of workers may be affected by smaller concentrations, while others may tolerate larger amounts. But the American Standards Association has set 1.5 mgs. per ten cubic meters of air as the maximum safe limit for continuous exposure.

For specific evidence of the effects of exposure, the worker should be examined. Such examinations are advisable for all men having continuous exposures to 1.5 mg. per ten cubic meters of air or higher, and sometimes even with exposures as low as 0.5 mg. The examination should involve the same general procedures as mentioned above in connection with the diagnosis of cases of lead poisoning. It is particularly advised that the examinations include a careful history, physical examination (with emphasis upon the types of disorders produced by lead), hemoglobin determinations, basophilic aggregation and/or stipple cell counts and quantitative determinations of lead in the urine, blood or feces. It is preferable to limit the quantitative lead determinations to the urine or the blood since it is more difficult to collect uncontaminated specimens of feces, and, also because the lead found in the urine and blood is more indicative of that absorbed into the body than that found in the feces. Total red and white blood cell counts, differential counts, and reticulocyte and other studies of the blood cells also are indicated but they may be omitted in some instances.

When the physical examination and laboratory findings are interpreted in connection with workroom survey data and atmospheric lead concentrations, worthwhile information can be obtained concerning the extent of the lead hazard. With this information at hand, the steps to control the hazard can be taken more specifically. Such efforts will depend upon the type of industrial operation involved. Control

might require the elimination of the process, substitution of a harmless material for the lead, or the proper protection of the worker by ventilation, segregation or personal protective equipment.

Lead poisoning also may be acquired by the ingestion of lead, but this form is less frequent than that resulting from the inhalation of lead dust or fumes. Methods of investigating lead hazards due to the eating of lead differ somewhat from those due to inhalation, particularly insofar as the collection of samples is concerned. If the hazard is limited to the ingestion of lead, measurement of the quantity ingested cannot be made accurately, but by careful survey of the industrial operation and examination of the workers, such hazards usually can be evaluated. Control measures involve personal hygiene, personal protection, changes in technique or other methods which will prevent the worker from eating lead. Personal hygiene is of particular importance and involves careful instruction and supervision of the workers to insure that they wash their hands before eating, bathe and change clothes at the end of the work period and observe any other hygiene regulations which might seem helpful.

This discussion of lead poisoning was not intended to do more than point out some of the highlights on the subject and suggest ways and means of evaluating and controlling the problem. From both the practicable and theoretical, standpoints, lead poisoning is amenable to satisfactory control through the proper utilization of existing knowledge on the subject. The pathological effects of lead upon man, the toxic concentrations, methods of diagnosing the disease, and procedures for studying and controlling the problem all are sufficiently well known and the control procedures are simple enough to insure that, through proper application, industrial lead poisoning can be reduced to the point where it no longer will be a major occupational disease. Ample assistance is within the reach of any industrial establishments not equipped to handle the problem with their own facilities. Private physicians, chemists and control engineers are available on contract or fee bases. The Bureau of Industrial Hygiene of the Connecticut Department of Health has been actively engaged in combating this industrial evil since the Bureau was organized in 1928. Medical, chemical and engineer-

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call Henry Smith, equipt to do  
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ing services are available for the purpose of evaluating such hazards and outlining control measures. So, with these private and official resources within the easy reach of every industrial plant in Connecticut, the continued presence of lead poisoning as a health hazard to industrial workers must be chargeable to ignorance of the hazard's existence or gross negligence.

# TRANSPORTATION

By N. W. FORD, *Traffic Manager*

**Strike Exemption Rule Withdrawn from Tariff.** There has been filed with the Interstate Commerce Commission by Agent Curlett Supplement No. 38 to his I.C.C. A-663, Joint Pick-Up and Delivery Tariff, cancelling the rule which had been published to become effective December 15, 1941, but was later postponed to January 15, 1942. The railroads proposed thereby to relieve themselves of the responsibility for failure or inability to receive or deliver goods on account of strikes or other labor disturbances.

★ ★ ★

**Eastman Appointed Director of Defense Transportation.** Honorable Joseph B. Eastman, chairman of the Interstate Commerce Commission, has been appointed by President Roosevelt as Director of the newly established Office of Defense Transportation. The primary duty of this office will be to coordinate the nation's transportation activities and effect such adjustments "as the successful prosecution of the war may require."

It has been announced by the Interstate Commerce Commission that Commissioner Clyde B. Aitchison, who from point of service is the senior commissioner, will act as chairman of the I.C.C. in Mr. Eastman's absence.

**Post Offices to Collect Vehicle Use Tax.** The \$5 use tax on each of the nation's 32,000,000 motor vehicles will be collected by the Bureau of Internal Revenue through the sale of special revenue stamps at local post offices and internal revenue collectors' offices throughout the country.

The first stamp, which must be purchased by February 1, covers the period from February through June, the end of the Government's fiscal year, and is in the amount of \$2.09 per vehicle. Thereafter the tax will be \$5 per year. The second stamp, for the full \$5, must be bought by July 1, 1942, for the fiscal year ending June 30, 1943.

At the time of purchasing the stamps, forms must be filled out, giving information concerning the vehicles' motor number, serial number, description, etc.

Violations are punishable by a fine of not more than \$25 or imprisonment for not more than thirty days, or both. Arrests may be made by any federal officer.

★ ★ ★

**War Risk Insurance on Cargo.** Certain of the coastwise steamship lines have recently called to the attention of shippers that their normal policies did not include war risk insurance. However, provision has been made

whereby this insurance may be purchased if the shipper makes request by notation in the body of the bill of lading specifying the amount of war risk insurance that is desired. At the time the notices were issued, the cost of war risk insurance was approximately 25 cents per hundred dollars of insurance. However, this is subject to change.

★ ★ ★

**Postage Rate of Publications.** The Commission, division 3, after investigation, in a report in No. 24092, in the matter of proposed changes in rates and regulations affecting fourth class mail matter, has consented to a proposal of the Postmaster General to change, by an amendment to the postal laws and regulations, the rate of postage on certain publications (fourth class) which exceed eight ounces in weight from one cent for each two ounces or fraction thereof, to a bulk rate of eight cents a pound or fraction thereof, but not less than five cents a piece.

The change affects publications weighing in excess of eight ounces issued at regular intervals of twelve or more times a year, 25 per cent or more of whose pages are devoted to text or reading matter and not more than 75 per cent to advertising matter, which are circulated free or mainly free. The



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AMERICAN-HAWAIIAN  
STEAMSHIP COMPANY

eight-cent rate is to be computed on the entire bulk mailed at one time.

★ ★ ★

**Proposed Increase of Freight Rates and Charges—Ex Parte 148.** Since the railroads filed their petition for authority to increase rates, fares and charges by substantially ten per cent, the Railway Express Agency has taken similar action, although specifically their proposal contemplated a charge of ten cents per shipment on less-than-carload traffic.

More recently the trucking industry, through the American Trucking Associations, Incorporated, have advised that they would likewise seek permission to advance their rates and charges by approximately the same amount sought by the railroads. The Pullman Company has requested the Commission for authority to increase by ten per cent all parlor and sleeping car charges.

★ ★ ★

**Effective Dates of Ex Parte MC-31 and MC-2200 Postponed.** The Interstate Commerce Commission has ordered that the effective dates of Ex Parte No. MC-31, Tariffs of Forwarding Companies, and No. MC-2200, Acme Fast Freight Inc. et al. Common Carrier Application, as postponed from time to time to January 15, 1942, be further postponed to April 15, 1942.

★ ★ ★

**Steamship Service Tightened.** The war is being brought home to Connecticut and New England shippers by recent embargoes now effective on steamship lines as follows: Intercoastal Steamship Lines, on all freight for intercoastal movement; Merchant and Miners Transportation Company, suspension of all intercoastal freight; Ocean Steamship Company, all freight to Boston, New York and Savannah except under certain conditions embargo will be modified; Pan-Atlantic Steamship Corp., all carload freight from and via New York Harbor and Panama City, Florida and other ports of call except in certain prior reservations; all less-than-carload freight from and via New York Harbor, to and via Mobile, Alabama (effective February 17) and from and via New York Harbor and via Panama City, Florida. Does not apply to less-than-carload freight traffic between New York and New Orleans and between Tampa and New York.



## INDUSTRIAL DOCTORS' EXCHANGE

This column, sponsored by the Association's Health and Safety Committee, will seek to promote an exchange of ideas between industrial doctors in the hope that they will be helpful in furthering the adoption by Connecticut industries of improved healing procedures. *Connecticut Industry* welcomes suggestions and comments from all industrial physicians.

Suggestions by James H. Biram, M.D., Medical Director, Colt's Patent Fire Arms Mfg. Co.

AT COLT'S we have been experimenting since last July with a Sulfathiazole Dusting Powder on burns, in combination with a new surface anaesthesia, which we have been testing for one of the large pharmaceutical houses and which we hope will soon be on the market.

We remove blisters and dead tissue with scissors. If fairly extensive, we do this under warm water; then we dust with Sulfathiazole Powder by means of a blower and apply a layer of this surface anaesthesia on gauze over the burn. In a minute or less all pain has disappeared and the individual returns to work. The same procedure is followed the next day. We have found that there is no discharge from the burn, no redness around it, and no dirty slough over it. The burn heals without a scar in about one-third the expected time.

We have used this treatment in well over 200 cases, varying in severity

from second degree burns of both hands and entire forearms and one-half the surface of leg and foot below the knee to small areas with considerable destruction of tissue. We have had no irritation from the Sulfathiazole Powder or the Anaesthetic Ointment. Only one man lost time (five days). This was a case involving the lower leg and entire dorsum of foot and toes.

We have been dusting Sulfathiazole Powder in and on all our abrasions, cuts, and wounds since last March in varying amounts, from a simple dusting on abrasions to an entire 2 oz. bottle in some large major lacerations of the hand and forearm.

We dust all our redressings, and feel that this is a valuable aid in the reduction of infections. In well over 100,000 of these treatments we have had no unfavorable reactions and no skin irritation.

We do find some skin irritations in our use of Sulfathiazole Ointment. Sulfadiazine has been tried as a dusting powder but we did not obtain any improved results from its use. We have also tried Sodium Sulfathiazole but it did not dust as well and the men complained of it burning.

The Medical Director of a neighboring plant does not entirely agree with my conclusions. We would like to have expressions of opinion from other industrial men as to their experiences. We do not have the time to write long scientific papers, but our experiences and results might be very helpful to each other.

## BETWEEN COVERS

New books at the BUSINESS AND TECHNICAL BRANCH LIBRARY, 730 Main Street, Hartford, throw light on many business problems.

In "The New Economic Warfare" Dr. Antonin Basch gives essential facts about the war economies of Germany and Great Britain and their implications for the United States.

"Training Workers and Supervisors" by Charles Reittel describes selection and training methods which make for greater efficiency.

"An Engineers' Manual of Statistical Methods" by Leslie E. Simon tells how to apply statistics to the inspection and control of manufactured

(Continued on page 28)



## INDUSTRY'S GREATEST ASSET

(Continued from page 12)

tirely with that attitude. In our fast moving business I have seen people become obsolete, although they made tremendously sound contributions to its success. I found in analysis that we in management have little foresight, or less foresight, because if we could have anticipated the changes we would have started a training that would have equipped our men to be prepared and ready to undertake advancement when it arrived, rather than to have advancement arrive and obsolete the man's value to our company.

So I say we can give our employees security on ability. To this extent we can only offer the facility to help men help themselves, but management wants to give the leadership, as I see it. So we should not say that we cannot assume responsibility for obsolescence. We can only take that position after we have exhausted every effort in helping them help themselves. And if the individual then fails we can take that attitude, but not until then.

Our company has a pension plan providing for retirement at the age of sixty-five, with approximately fifty per cent of the pay at the time for retirement. Here is a big job which management should work out with stockholders today. Stockholders do not realize that this is a partnership, and a genuine partnership can't be a false one. We put a pension plan in

last November and I received some critical letters from stockholders. They were asking me why I had given the employees "dividends" that should be going to them. The pension plan amounted to approximately four per cent increase in wages and salaries. If I had informed the stockholders that salaries and wages have gone up four per cent they would have considered this a normal cost of doing business, but the fact that this was called a pension plan and that some people or all people in this company received benefits in their old age, made it appear differently. We must educate stockholders that management is making a contribution to the preservation of their investments today by recognizing its social obligations as a cost of doing business.

Pension plans represent a cost of doing business. We amortize our machinery, we amortize our equipment, why shouldn't we amortize a human being? This is a big job we have to do with stockholders. We hear stockholders today worrying about the future of private enterprise. If you want to preserve private enterprise in this country, in my opinion, we have to do the things that we know represent social obligations—do them voluntarily and build up what I call a sound business democracy within an organization.

Perhaps my strong interest in personnel problems stems from my consciousness that our business is for the most part wholly dependent upon the human element.

After the pioneering period in air transportation, when the pilot him-

self was the mainspring of air transportation and the tools he had to work with were rudimentary and inadequate, we turned the airplane over to the engineers. There followed a period of technical development which developed and saw placed in regular use such important features of our operation today as radio, precision instruments, highly efficient power plants, and other facilities tending to put air transport operation on a highly scientific basis.

All these facilities depend, however, upon their intelligent and proper use by people. If the pilot of one of our planes is not competent, alert, and capable of reacting quickly and correctly under certain circumstances, the multitude of technical facilities with which we surround him are useless.

I could quote other examples of the fact that in our business, as in many other businesses which appear to have been placed on a highly technical basis, the human element remains the keystone. That is why I think the employee of our company is a very important person and deserves to be treated accordingly.

Top management, however, can only treat personnel properly if it is sincerely interested in doing so. Going about this job in a routine way, using canned speeches, "boiler plate" letters and printed materials for the so-called education of personnel, will not do the job.

There must be a real desire on the part of management to build men as well as to build machines.

## WESTCOTT & MAPES, INCORPORATED ARCHITECTS AND ENGINEERS

NEW HAVEN, CONN.

ESTABLISHED 1916

### PLANTS FOR DEFENSE PRODUCTION

INVESTIGATIONS  
DESIGNS ESTIMATES

REPORTS  
SUPERVISION





# EXPORT NEWS

By W. ADAM JOHNSON, *Commercial Secretary*

**Sweden Plans to Produce Synthetic Rubber.** The Swedish Government, in conjunction with private interests, is making plans to produce synthetic rubber. The State Industrial Commission, Stockholm, has requested an appropriation to carry on the work, an equal amount to be appropriated by some interested local concerns. The rubber will be manufactured from carbide in accordance with a method similar to the one followed by an American producer of synthetic rubber. The rubber, however, can only be used for insulating and oil resistant purposes, and is not suitable for the manufacture of tires. It is stated that the Swedish General Electric Company, the Swedish Super Phosphate Company and the large Mo and Domsjo Pulp Company are collaborating in the experiments.

The State Industrial Commission has stated that even if these experiments should indicate that production can be started on an industrial scale, it is anticipated that such production can not be made profitable, and can be considered only as an emergency measure during the war.

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**No Waste of Paperboard Containers in Canada.** Canadian manufacturers of paperboard containers for civilian consumption goods are using the direct approach method to recover waste material. On each container they now print conspicuously the request "Kindly save this for war effort". The Red Cross and other agencies are interesting themselves in the collecting of empty containers which are then brought to some central locality in each city or town to be baled and returned to paperboard manufacture. Estimates of the amount of waste material which can be recovered in a given locality are as high as 40 percent of the paperboard containers entering into consumption.

★ ★ ★

**Unusually Strong Packing Should be Used for Exports Intended for Egypt Via Suez.** The need of American exporters and shippers exercising extreme care in packing merchandise

destined for Egypt via Suez was emphasized in a recent memorandum issued by the Egyptian Customs Administration. The Administration urged that whenever possible such shipments be forwarded in containers of wood instead of cardboard. It was pointed out that goods landed at Suez at the present time are subject to particularly rough handling, since in order to keep the docks clear for military supplies, they are rushed from vessels to some locality outside the city, usually in the desert.

The official Egyptian circular further stated that the Customs Administration had noticed that a considerable number of packages are arriving in unsuitable containers which subject the contents to deterioration and damage resulting from inadequate protection against climatic changes or other emergencies in the temporarily prepared stage for the transit of goods. The Customs officials are prepared to accord importers all the necessary facilities to assist them in the withdrawal of imported goods without delay.

★ ★ ★

**"Symbolic" Shipments of Cheese from Switzerland to the U. S. Planned.** War developments have forced Swiss cheese exporters to cease shipments to the American market. However, they are desirous of retaining the "SWITZERLAND" cheese trade-mark in the United States in view of the extensive and costly advertising which has been carried on for the last few years in this country. In order to keep the trade-mark before American consumers the Swiss Cheese Union is planning to make occasional "symbolic" shipments to the United States.

★ ★ ★

**Barbados May Ship Substantial Volume of Alcohol to the United States.** Reports from Barbados indicate the possibility of a substantial quantity of locally produced ethyl alcohol being available for shipment to the United States. It is estimated that distilleries in the island are in a position to produce for export approximately

500,000 gallons of this item annually. Normally, the bulk of this output would be exported to the United Kingdom. It would appear, however, that the amount available for export to the United States would depend on the quantity which the British Ministry of Food will license for importation into the United Kingdom and, of course, the availability of the necessary bottoms for transportation. The current British demand for alcohol is large, but in view of the existing shipping situation local authorities believe that Barbados alcohol exports may be largely diverted to the United States.

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**United States Becomes Chief Supplier of Leaf Tobacco to Egypt.** Egypt's formerly important cigarette export trade has been practically wiped out by the war. According to Egyptian trade sources locally made cigarettes were shipped this year only to the nearby markets of Saudi Arabia and Palestine. All leaf tobacco used by Egypt's cigarette industry must be imported as under the law production of tobacco within the country is prohibited. Large stocks of leaf were maintained, however, in bonded warehouses and there has been no shortage of supplies. Egyptian tobacco imports now originate almost entirely in the United States and Turkey. During the current year the former country has advanced to first place as a supplier, a development reflecting the increased preference for the "English" type cigarette which contains important quantities of American "Virginia" tobacco.

★ ★ ★

**Cuban-United States Trade Up in 1941.** Cuba's trade with the United States during the current year has been maintained on a level substantially higher than in 1940. Official Cuban statistics covering the first nine months of 1941 show that during that period the Republic imported American goods valued at \$82,786,168, a total representing an increase of 36 percent over the corresponding period of last year. Cuban exports to the United

(Continued on page 29)

## THE REBIRTH OF CRAFTS

(Continued from page 5)

exhibitions in various communities. A few, like Frances Felton of Winsted, find a high-priced market in the Madison Avenue and Fifth Avenue specialty stores; others sell through America House, recently opened in New York by the Handcraft Cooperative League of America.

Not many native craftsmen work in the ways of their fathers. One exception is George Washington Smith in Canterbury, who makes ox-bows and hickory rings for sailing vessels which are now exported to Denmark and India. His tools are no different from his father's: a ripsaw and tanks in which to steam the hickory. In Essex the Pratt family have been ironmongers for five generations, and today a descendant makes latches and hardware for colonial reproductions. F. E. Banning & Son of Hadlyme, who specialize in Windsor chairs, are cabinetmakers with their roots in the hard Connecticut soil. Although Louis Fiorelli of Old Saybrook is of foreign extraction, many experts consider him the finest cabinetmaker in the state. Among the self-sustaining are Katherine Lusk of Unionville, whose stenciled tinware is a joy to behold; Charles Ormsby of Winsted, in whose primitive place exquisite doll furniture is fashioned; and Fred Rossiter of Redding Ridge, whose Poverty Hollow Workshop is famous for its wooden salad bowls.

Typical of the non-indigenous Connecticut craftsmen are Mr. and Mrs. Leonard S. Rankin in Bakerville. Former New York artists, the Rankins have been here 11 years working, teaching and living crafts. Mr. Rankin was once vice-president of the New York Society of Crafts and is now field secretary of the Connecticut society. A graduate of the Chicago Art Institute, his wife used to be a medical illustrator and for a while assisted the late Dr. Harvey Cushing.

The Rankin studio, filled with the small machines common to the modern craftsman's shop, has become well-known for its copper Christmas angels which used to be retailed in New York. Its enamelled copper dishes are unique in their line, since Mr. Rankin has been credited with original work in the application of vitreous enamels to metals. Enamel is essen-

tially ground glass fired in a furnace. He has also made glazed pottery out of native clay and contributed many designs to the Home Craftsman Magazine. Until recently he and his wife conducted summer classes, mostly in enamelling, but these were abandoned for financial reasons.

Today the Rankins and many others of their ilk are craftsmen without a craft. War has made impossible the securing of the necessary raw materials, and it is now imperative for them to give up the making of "gadgets" and somehow turn their talents to

From the studios and workshops of Connecticut Craftsmen come these products:

Andirons	Leather Work
Batik	Lighting Fixtures
Block Printed	Period Mirror
Fabrics	Frames
Bookbinding	Pewter
Brasses, Colonial	Pottery
Reproductions	Rugs, Hooked
Ceramic Sculpture	Rugs, Braided
Coppers	Samplers
Enamels	Sculpture, Wood
Furniture, Early	Ship Models
American Reproductions	Stained Glass
Furniture, Garden	Toile, Painted Tin
Furniture, Modern	Trays, Serving
Garden Accessories, Lead	Weaving
Glass, Bent	Woodcarving
Jewelry	Woodenware
	Wrought Iron

war production. This is what a Farmington blacksmith named Laurence Collins, Jr. has done. In a tiny red brick building he is pounding out on his anvil small jigs and tongs for nearby war plants. Previously he forged andirons, weathervanes in original designs and other iron work.

Paradoxically, machine-minded America has been seeking in the past few years a possible role for craft to play in our over-specialized society. Government agencies have made worthy attempts to train craftsmen in so-called industrial art schools, but true craftsmen sometimes brand these courses as "unrealistic" or "unplanned", in which operations rather than fundamentals are learned. Advertising, often misleadingly, uses the label "hand made" to enhance the saleability of consumer products.

In factories the ever more automatic machine has not destroyed the craft spirit. Certain operations are still necessarily manual, involving individual skill. Although the wooden last for shaping a shoe can be machined, the original model of each last must be made by hand. Some industries, like

Steuben Glass Works, have reverted to craft methods to make available products of unique quality and design, which are naturally reserved for the few who can afford the price. Many of the most highly-trained diemakers or toolmakers are artisans in any sense of the word. Makers of industrial models are craftsmen. Industrial designers might be classified as non-manual workers who carry forward the creative (rather than reproductive) tradition of craftsmanship.

Perhaps modern craftsmanship is best furthered by those amateurs who spend their idle hours in cellar workshops or attic laboratories making furniture, binding books or working in metals. In them throbs the urge to create something good which will be of the spirit as well as of the hand. Satisfaction of this desire—the transformation of the idea into the reality—comes closer to making man feel his worth, in mind and body, than any other human activity. It is the ultimate reward for being an individual.

Resurrecting the social values of craftsmanship without losing the benefits of the machine is important to the development of a true democracy. If we are to be a democracy, we must maintain individual rights and the sense of individual worth. In an industrial society like ours crafts can serve to resolve the fundamental difference between labor (for a wage) and work (for personal satisfaction). Crafts do serve as a link between science and art, a source of invention and a kind of hand-wrought religion.

## BETWEEN COVERS

(Continued from page 25)

products. Examples are taken from the field of ordnance, but the techniques may be applied elsewhere.

"Personnel Management: principles, practices and point of view" by W. D. Scott and others is a third edition "undertaken to include the social and labor legislation, management's attempt to adjust its practices and policies to the new requirements . . . As a means of checking our revision some 231 companies were surveyed."

Joel Dean's "The Management Counsel Profession" is a study of business consultants—when to employ them and what may be expected of them.

## T. W. I. PROGRAM IN CONNECTICUT

(Continued from page 13)

be held in rapid succession in all important centers of Connecticut and Rhode Island to train an increasingly large staff of Certified WPB Trainers to meet requests for in-plant training sessions.

### Waterbury

Moving ahead fast. C. A. DuBois, Executive Secretary, Training Committee, Scovill Manufacturing Co., Chairman local TWI consultants, with capable supporting consultants. Numerous requests for in-plant training sessions.

### Bridgeport

6 Bridgeport men were certified as WPB Trainers in the WPB Institute, New Haven. Local plants requesting in-plant training sessions to start immediately. TWI Consultant Chairman, G. Roy Fugal, Supervisor of Personnel, GE, Bridgeport, and his local panel are arranging preliminaries for immediate action. A. Winter, Executive Vice President, Bridgeport Manufacturers Association, offers his full cooperation. TWI accepts.

### Meriden

By invitation of W. O. Hughart, President of the Manufacturers Association of Meriden, also local TWI consultant, TWI presented the Job Instructor Training Program to the Association membership Monday, January 19. Several requests for local in-plant training sessions have been received.

### Other Zones

Each in varying stages of organization and under pressure with scattered requests from management for in-plant training sessions. No time will be lost.

### You Can Help

Prompt requests from plant management for information on, or for introduction to the Job Instructor Training program in individual plants will help your District office of TWI organize efficiently for local action; will help us locate additional WPB Institutes where certified WPB Trainers are most in demand. Address your inquiries to the District office of Training Within Industry.

## EXPORT NEWS

(Continued from page 27)

States during January-September 1941 aggregated \$135,460,886, an advance of 57 percent over the corresponding 1940 total. Imports from the United States in the 1941 nine-month period represented 87 percent of total Cuban import trade (by value) while exports to the United States accounted for 86.5 percent. The corresponding ratios for the January-September period of 1940 were 76 percent and 81.6 percent, respectively.

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**Trans-Isthmanian Highway Being Rushed to Completion.** The Trans-Isthmanian Highway being constructed by the U. S. Government to connect the East and West coasts of Panama is being rushed to completion. It is hoped that this new 50-mile road will be open to traffic by March of next year. Approximately a thousand men are now employed on the project. The route begins at the terminus of the Madden Dam road on the Pacific side and extends across undeveloped country to Colon on the Atlantic side. It crosses a series of hog back ridges, a sawtooth design of sharp peaks and abrupt drops into ravines. The project will necessitate the construction of nineteen bridges and numerous cuts and fills. When completed, transportation between the terminal cities of Panama on the Pacific and Colon on the Atlantic will be greater facilitated.

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**Shellac Exports from India to United States Up.** Since the beginning of the war, India has increased appreciably its exports of shellac to the United States. During the last year, shipments to the American market have accounted for approximately half of India's total shellac exports. Production of shellac in India, centered in Bihar, averages about 36,000 tons annually. Before the war exports amounted to about 22,500 tons a year. More recent figures are not available. In the past the United States has taken about 90 percent of Indian exports of seed lac which usually range from 11,000 to 12,000 tons per annum. Exports of button lac before the war totaled slightly over 1,000 tons a year of which more than a half went to the United Kingdom.

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### Graybar Electric Company

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25 Union Street New Haven, Conn.  
New Haven 8-4163

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### NEW and USED OFFICE FURNISHINGS

STEEL and WOOD DESKS,  
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### DRAFTING TABLES

### SAFES and LOCKERS

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Numerous Items Not Mentioned

BARNEY'S INC.  
HARTFORD, CONN.  
TELEPHONE 7-8129

# BUSINESS PATTERN

During December 1941 the index of general business activity in Connecticut reached an estimated 76.4% above normal, the highest point in the history of this index. The average for the year was 63% above normal compared with the 1940 average of 14.3%. At one time or other during 1941 all time records were established for each component of the index and very often they were broken in the following month.

The pattern nationally was similar, the United States index rising to an estimated 30.5% above normal in December to eclipse the previous high recorded in November.

While a slight employment loss was reported in Bristol for the third consecutive month, gains elsewhere enabled the employment index to climb four points over November to an estimated 59.6% above normal. The percentage increase recorded in non-agricultural employment in Connecticut

for November 1941 over November 1940 found this state in eighth place nationally. Although this was below the No. 2 and No. 5 positions held in September and October, nevertheless Connecticut did not fall below eighth position throughout the first eleven months of 1941.

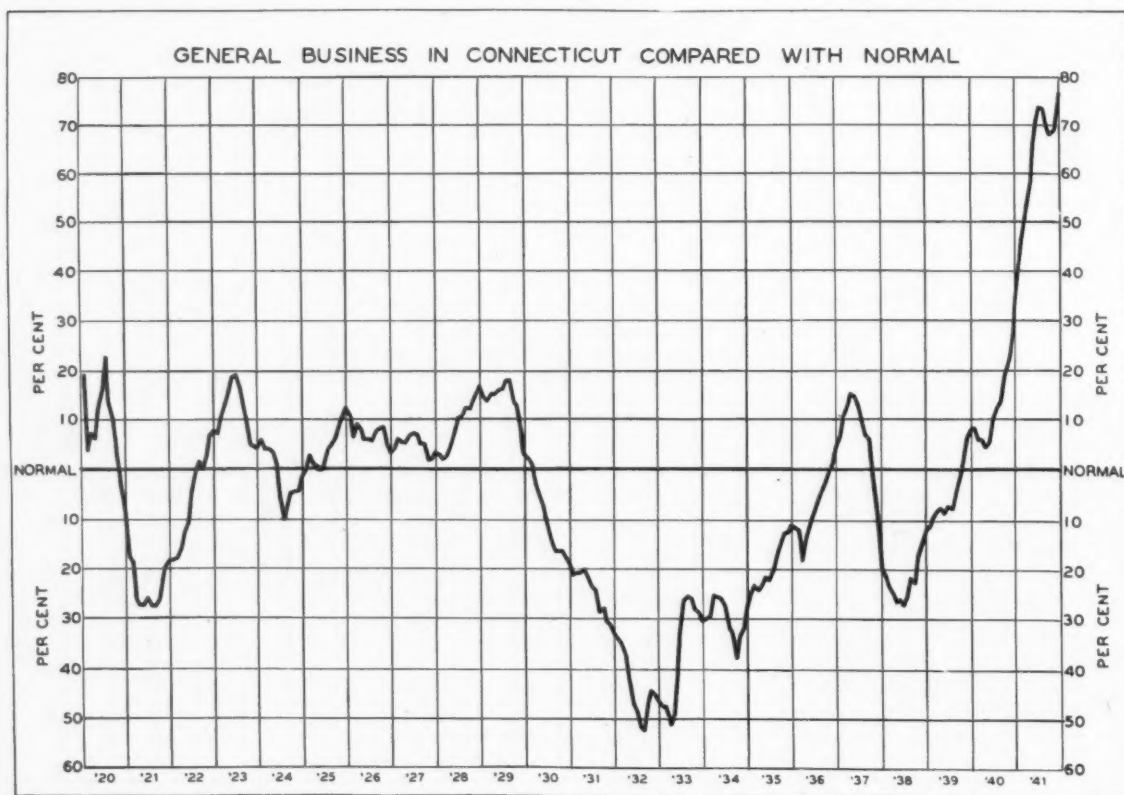
As might be expected the seven day week imposed on vital industries after war was declared contributed to a sharp increase in manhours. The index at an estimated 106% above normal in December is almost twice the figure shown for January 1941. Indications of the extent to which industrial activity has increased may be had by comparison of employment here and in surrounding states. Non-agricultural employment in Connecticut has risen 25% during the past two years compared with increases over the same period of 18% in Massachusetts, 14% in Rhode Island and 9% in New York. In terms of jobs this increase in Con-

necticut means 90,000 more employees than a year ago, 160,000 more than two years ago.

It is noteworthy that of total payroll accessions in the Hartford County area, where employment since 1929 has doubled, 72% of the 1941 payroll accessions were Connecticut residents, 9% were from Massachusetts and the balance or 18% from other sections of the country.

Department store sales in the United States were up 21% for the four weeks ending January 10, 1942 as compared with the same period of 1941. Department store sales in New Haven for the month of December 1941 increased 15% over December 1940 which was approximately the rate of increase for New Haven the entire year 1941 as against 1940. Figures for all retail sales in Connecticut, excluding department stores, are available through November 1941 and show an increase of

(Continued on page 31)





# ACCOUNTING HINTS

(Contributed by Hartford Chapter, National Association of Cost Accountants)

**INDUSTRIAL** accounting and auditing as well as many other phases of business activity are influenced by the prevailing state of affairs and conditions in the nation. Regulatory and tax legislation, supplemented by economic and patriotic programs give rise to many knotty problems and ingenious solutions. The comptroller and office manager must be alert to these developments and must know how others are handling the problems. Only in this way can he arrive at the best solution for his company as no one source or concern has a monopoly on originating the best plans for meeting the numerous situations. The period of war economy now dominating American affairs has not yet been fully precipitated upon all phases of our activities but sufficient indications have been given that there is no excuse if industry is caught unprepared. Some of the effects will be inevitable, but many can be anticipated and suitable steps taken.

One definite effect has already been brought into prominence, the curtailment of the use of automobiles. Apart from the striking influence this will have on the life and habits of the vast number of individuals, it will have a marked effect on the use of cars in

industry. This calls for the utmost conservation of mileage by better planning of essential trips and resorting to railroad travel whenever possible notwithstanding some inconveniences and additional time. The elimination of non-essential calls and careful planning of trips can substantially help in minimizing the effect of this regulation. It is obvious too that the expense of operating cars will substantially increase so that established mileage rates will have to be reviewed and revised.

In the field of office operations it will be timely to scan long established routine and office practices. Both labor and supplies must be conserved. The available supply of office help is diminishing. Some progressive concerns have found that they are able to obtain greater office production with reduced personnel by the adoption of proper incentives. This can be accomplished if handled frankly and honestly. If approached properly such a course can result in mutually satisfactory results to both employer and employee. Incentives are fundamentally a part of the American way of life. Office supplies are beginning to be unavailable, and the entire organization must become waste conscious. The most common items such as rubber bands, metal clips,

pencils will be at a premium. The outstanding item is paper, the wastage of which is appalling even in times of sufficiency. If a little thought is applied to this subject considerable economy could be effected in many places. The elimination of assorted forms, reduction of number of copies, use of light weight paper, reducing and standardizing sizes, and abolishing third and fourth class circularization, are some points to be considered here. The State of Connecticut has started the practice of using both sides of the sheet for letters. It is unfortunate that the national government is so extravagant in the use of paper, but that, too, may be ultimately remedied. The National Paper Trade Association estimates that for every \$5.00 spent on preparedness one pound of paper will be required.

In order to operate offices efficiently it is essential that management give thought to these topics.

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"The Development of a Sound Depreciation Policy" will be the subject of the February 17 meeting of Hartford Chapter, National Association of Cost Accountants. Mr. Carl L. Seeber, Treasurer, Associated Spring Corp., Bristol, Connecticut will be the speaker.

## BUSINESS PATTERN

(Continued from page 30)

24% for the first eleven months of 1941 over the same period of 1940. This represents a narrowing of the margin of cumulative gain which in May was as high as 36% over the same five month period in 1940. Retail prices according to the Fairchild Retail Price Index rose 0.7%, during December, the smallest monthly increase since August. As of the first of this year retail prices were up 15% over a year ago and 22% above the period immediately preceding the outbreak of hostilities in 1939. Since prices are still below replacement levels, further gains are to be expected, especially as wholesale prices are also advancing.

Average daily freight car loadings originating in fourteen Connecticut cities surpassed the previous high set in September and carried the index for December to 48.5% above normal, almost five points over the previous record. Contributing to the rise were increases in loadings of automobiles, metal tonnage, L. C. L. merchandise and bituminous coal.

The restrictions imposed by priorities continue to be reflected in the index of construction work in progress which fell to an estimated 49.6% above normal in December. Of the total value of new non-residential construction awards in December more than half was accounted for by a single contract. It seems likely that within Connecticut defense housing and plant expansion, required in many instances before employment or production increases can

be realized, may combine to keep the index at about the level of the first six months of 1941.

In the week ended January 10, the Bureau of Labor Statistics' index of nearly 900 price series rose 0.7% to 95.0% of the 1926 average, a new twelve year peak. The indexes for seven of the ten major commodity groups advanced during the week. The advance was led by increases of 2% in farm product prices and 0.7% in food prices. Prices of fuel and house furnishings goods declined slightly.

The National Industrial Conference Board reports that the cost of living in the United States rose 0.5% in December compared with an average rise of 1.3% in each of the three previous months. Nevertheless the cost of living in the United States in December was 8.7% above December 1940.



Ed. NOTE. This department, giving a partial list of products manufactured in Connecticut by company, seeks to facilitate contacts between prospective purchasers in domestic or foreign markets and producers. It includes only those listings ordered by Connecticut producers. Interested buyers may secure further information by writing this department.

(Advertisement)

<b>Accounting Forms</b>		<b>Barrels</b>		<b>Brass Goods</b>	
The Baker Goodyear Co	New Haven	The Abbott Ball Co (burnishing and tumbling)	Hartford	The Miller Co (Phosphor bronze in sheets, strips and rolls)	Meriden
<b>Accounting Machines</b>		The Hartford Steel Ball Co (tumbling)	Hartford	The Thinsheet Metals Co (sheets and rolls)	Waterbury
Underwood Elliott Fisher Co	Hartford	<b>Bathroom Accessories</b>		<b>Brass Mill Products</b>	
<b>Acetylene</b>		The Autoyre Company	Oakville	Bridgeport Brass Co	Bridgeport
National Cylinder Gas Company	Meriden	The Charles Parker Co	Meriden	Scovill Manufacturing Co (To Order)	Waterbury
<b>Adding Machines</b>		<b>Bearings</b>		<b>Brass Stencils—Interchangeable</b>	
Underwood Elliott Fisher Co	Hartford	New Departure Div of General Motors (ball)	Bristol	The Fletcher Terry Co	Box 415, Forestville
<b>Advertising Printing</b>		The Fafnir Bearing Co (ball)	New Britain	<b>Brick—Building</b>	
The Case Lockwood & Brainard Co	Hartford	Norma-Hoffmann Bearings Corp (ball and roller)	Stamford	The Donnelly Brick Co	New Britain
<b>Advertising Specialties</b>		<b>Bells</b>		<b>Bricks—Fire</b>	
The H C Cook Co 32 Beaver St	Ansonia	Bevin Brothers Mfg Co	East Hampton	Howard Company	New Haven
Scovill Manufacturing Co (Made to Order)	Waterbury	The Gong Bell Mfg Co	East Hampton	<b>Broaching</b>	
<b>Aero Webbing Products</b>		Sargent and Co	New Haven	The Hartford Special Machinery Co	Hartford
Russell Mfg Co	Middletown	The N N Hill Brass Co	East Hampton	<b>Brooms—Brushes</b>	
<b>Air Compressors</b>		<b>Belting</b>		The Fuller Brush Co	Hartford
The Spencer Turbine Co	Hartford	Hartford Belting Co	Hartford	<b>Buckles</b>	
<b>Aircraft—Repair &amp; Overhaul</b>		The Russell Mfg Co	Middletown	The Hatheway Mfg Co (Dee Rings)	Bridgeport
United Airports Div United Aircraft Corp	East Hartford	The Thames Belting Co	Norwich	The Hawie Mfg Co	Bridgeport
<b>Airplanes</b>		<b>Benches</b>		The G E Prentice Mfg Co	New Britain
Vought-Sikorsky Aircraft, Div United Aircraft Corp	Stratford	The Charles Parker Co (piano)	Meriden	John M Russell Mfg Co Inc	Naugatuck
<b>Aluminum Castings</b>		<b>Bicycle Coaster Brakes</b>		B Schwanda & Sons	Staffordville
Newton-New Haven Co 688 Third Avenue	West Haven	New Departure Div General Motors Corp	Bristol	The Patent Button Co	Waterbury
<b>Aluminum Forgings</b>		<b>Bicycle Sundries</b>		The Waterbury Button Co	Waterbury
Scovill Manufacturing Co (small)	Waterbury	New Departure Div General Motors Corp	Bristol	<b>Buffing &amp; Polishing Compositions</b>	
<b>Aluminum Goods</b>		<b>Binders Board</b>		Apothecaries Hall Co	Waterbury
Scovill Manufacturing Co (To Order)	Waterbury	Colonial Board Company	Manchester	Lea Mfg Co	Waterbury
<b>Aluminum—Sheets &amp; Coils</b>		<b>Biological Products</b>		<b>Buffing Wheels</b>	
United Smelting & Aluminum Co Inc	New Haven	Ernst Bischoff Company Inc	Ivoryton	The Williamsville Buff Mfg Co	Danielson
<b>Ammunition</b>		<b>Blades</b>		<b>Buttons</b>	
Remington Arms Co Inc	Bridgeport	Capewell Manufacturing Company, Metal Saw Division, (hack saw and band saw)	Hartford	B Schwanda & Sons	Staffordville
<b>Artificial Leather</b>		<b>Blocks</b>		The Patent Button Co	Waterbury
The Permatex Fabrics Corp	Jewett City	Howard Company (cupola fire clay)	New Haven	Colt's Patent Fire Arms Mfg Co	Hartford
Zapon Div, Atlas Powder Co	Stamford	<b>Blower Fans</b>		Scovill Manufacturing Co (uniform and tack fastened)	Waterbury
<b>Asbestos</b>		The Spencer Turbine Co	Hartford	The Waterbury Button Co	Waterbury
Rockbestos Products Corp (insulated wire, cable and cords)	New Haven	Colonial Blower Company	Hartford	<b>Cabinets</b>	
The Raybestos Div of Raybestos-Manhattan Inc (brake lining, clutch facings, sheet packing and wick)	Bridgeport	<b>Blower Systems</b>		The Charles Parker Co (medicine)	Meriden
<b>Assemblies, Small</b>		Colonial Blower Company	Hartford	<b>Cable</b>	
The Grest Manufacturing Co	New Haven	The Bigelow Co	New Haven	The Wiremold Co (electric, non-metallic Sheathed)	Hartford
The Wallace Barnes Co Div, Associated Spring Corp	Bristol	<b>Boilers</b>		<b>Cams</b>	
<b>Auto Cable Housing</b>		Petroleum Heat & Power Co (domestic only)	Stamford	The Hartford Special Machinery Co	Hartford
The Wiremold Company	Hartford	<b>Bolts and Nuts</b>		<b>Carpets and Rugs</b>	
<b>Automatic Control Instruments</b>		Clark Brothers Bolt Co	Milldale	Bigelow-Sanford Carpet Co	Thompsonville
The Bristol Co (temperature, pressure, flow, humidity, time)	Waterbury	The O K Tool Co Inc (T-Slot)	33 Hull St Shelton	<b>Carpet Lining</b>	
<b>Automobile Accessories</b>		<b>Box Board</b>		Palmer Brothers Co	New London
The Rostand Mfg Co (windshields, seats, and body hardware)	Millford	The Blake & Johnson Co (nuts, machine screw-bolts, stove)	Waterville	<b>Castings</b>	
The Raybestos Div of Raybestos-Manhattan Inc (brake lining, rivets brass, clutch facings, packing)	Bridgeport	<b>Box Paper</b>		The Charles Parker Co (gray iron)	Meriden
<b>Automotive Friction Fabrics</b>		The Lydall & Foulds Paper Co	Manchester	The Bradley & Hubbard Mfg Co (gray iron, brass, bronze, aluminum)	Meriden
The Russell Mfg Co	Middletown	National Folding Box Co	New Haven	The Gillette-Vibber Co (gray iron, brass, bronze, aluminum, also Bronze Bushing Stock)	New London
<b>Automotive &amp; Service Station Equipment</b>		New Haven Pulp & Board Co	New Haven	The Sessions Foundry Co (gray iron)	Bristol
Scovill Manufacturing Co (Canned Oil Dispensers)	Waterbury	Robertson Paper Box Co	Montville	John M Russell Mfg Co Inc (brass, bronze and aluminum)	Naugatuck
The Raybestos Div of Raybestos-Manhattan Inc (brake service machinery)	Bridgeport	<b>Boxes—Paper—Folding</b>		Malleable Iron Fittings Co (malleable iron and steel)	Branford
<b>Bakelite Moldings</b>		Atlantic Carton Corp	Norwich	McLagon Foundry Co (gray iron)	New Haven
The Waterbury Button Co	Waterbury	S Curtis & Son Inc	Sandy Hook	Newton-New Haven Co (zinc and aluminum)	688 Third Ave West Haven
<b>Balls</b>		M S Dowd Carton Co	Hartford	Philbrick-Booth & Spencer Inc (Grey Iron)	Hartford
The Abbott Ball Co (steel bearing and burnishing)	Hartford	National Folding Box Co (paper folding)	New Haven	Scovill Manufacturing Co (brass and bronze)	Waterbury
The Hartford Steel Ball Co (steel bearing and burnishing, brass, bronze, monel, stainless, aluminum)	Hartford	The New Haven Pulp & Board Co	Montville	<b>Castings—Permanent Mould</b>	
<b>Brake Linings</b>		Robertson Paper Box Co	Montville	Vanadium Metals Co (brass, bronze and aluminum)	Groton
Colt's Patent Fire Arms Mfg Co	Hartford	<b>Brake Linings</b>		Union Mfg Co (gray iron)	New Britain
The Raybestos Div of Raybestos-Manhattan Inc (automotive and industrial)	Bridgeport	The American Brass Co (sheet, wire rods, tubes)	Waterbury	Wilcox Crittenden & Co Inc (gray iron and brass)	Middletown
The Russell Mfg Co	Middletown	<b>Brass and Bronze</b>		<b>Castings—Permanent Mould</b>	
<b>Brass and Bronze</b>		The Bristol Brass Corp (sheet, wire, rods)	Bristol	The Bradley & Hubbard Mfg Co (zinc and aluminum)	Meriden

## —CONTINUED—

**Forgings**

Clark Brothers Bolt Co Milldale  
Heppenstall Co (all kinds and shapes) Bridgeport  
Scovill Manufacturing Co (non-ferrous) Waterbury

**Foundries**

Union Mfg. Co (gray iron) New Britain  
Wilcox Crittenden & Co Inc (iron, brass, aluminum and bronze) Middletown  
The Sessions Foundry Co (iron) Bristol

**Foundry Riddles**

The John P Smith Co 423-33 Chapel St  
New Haven

**Furniture—Anodic Aluminum**

Warren McArthur Corporation Bantam

**Furniture Pads**

The Gilman Brothers Company Gilman

**Fuses**

Colt's Patent Fire Arms Mfg Co Hartford  
**Galvanizing & Electric Plating**  
The Gillette-Vibber Co. New London

**Galvanizing**

Malleable Iron Fittings Co Branford  
Wilcox Crittenden & Co Inc Middletown

**Gaskets**

The Raybestos Div of Raybestos-Manhattan Inc Bridgeport

**Gauges**

The Bristol Co (pressure and vacuum—recording automatic control) Waterbury  
**Gears—Reverse & Reduction for Motor Boats**  
The Snow and Petrelli Mfg Co New Haven

**Gears and Gear Cutting**

The Hartford Special Machinery Co Hartford

**Glass Coffee Makers**

The Silex Co 10 Pliny St Hartford

**Glass Cutters**

The Fletcher Terry Co Box 415, Forestville  
**Golf Equipment**  
The Horton Mfg Co (clubs, shafts, balls, bags) Bristol

**Graphite Crucibles & Products**

American Crucible Co Shelton

**Greeting Cards**

A D Steinbach & Sons Inc New Haven

**Grinding**

The Hartford Special Machinery Co (gears, threads, cams and splines) Hartford

**Hardware**

Sargent and Co New Haven  
Wilcox Crittenden & Co Inc (marine heavy and industrial) Middletown

**Hardware—Trailer Cabinet**

The Excelsior Hardware Co Stamford

**Hardware, Trunk & Luggage**

J H Sessions & Son Bristol

**Hat Machinery**

Doran Brothers Inc Danbury

**Headers**

The E J Manville Machine Co Waterbury

**Heat Treating**

The A F Holden Co  
200 Winchester St New Haven  
The Bennett Metal Treating Co  
1045 New Britain Ave Elmwood  
The Stanley P Rockwell Co Inc  
296 Homestead Ave Hartford  
**Heat-Treating Equipment**  
The Autotype Company Oakville  
The A F Holden Co  
200 Winchester St New Haven  
The Stanley P Rockwell Co Inc (commercial)  
296 Homestead Ave Hartford  
The Wallace Barnes Co Div Associated Spring Corp Bristol

**Heating Apparatus**

Crane Company Bridgeport

**Highway Guard Rail Hardware**

Malleable Iron Fittings Co Branford

**Hinges**

Sargent and Company New Haven  
Homer D Bronson Company Beacon Falls

**Holds and Trolleys**

Union Mfg Company New Britain

**Hollow Screws**

The Allen Manufacturing Co Hartford

**Hose Supporter Trimmings**

The Hawie Mfg Co (So-Lo Grip Tabs) Bridgeport

**Hot Water Heaters**

Petroleum Heat & Power Co (Instantaneous domestic oil burner) Stamford

**Industrial Finishes**

Zapon Div Atlas Powder Co Stamford

**Insecticides**

American Cyanamid & Chemical Corp Waterbury

**Insulated Wire Cords & Cable**

The Kerite Insulated Wire & Cable Co Inc Seymour  
(Adv.)



# IT'S MADE IN CONNECTICUT

—CONTINUED—

The Whitney Blake Co (Graybar Elec Co Exclusive Distributors)	Hamden	J H Sessions & Son	Bristol	The Hoggson & Pettis Mfg Co (ticket & cloth)	New Haven
Japanning		The H C Cook Co	32 Beaver St Ansonia	141 Brewery St	New Haven
J H Sessions & Son	Bristol	The Greist Mfg Co	503 Blake St New Haven	Putty Softeners—Electrical	
Jointing		The Waterbury Button Co	Waterbury	The Fletcher Terry Co	Box 415 Forestville
The Raybestos Div of Raybestos-Manhattan Inc (compressed sheet)	Bridgeport	Milk Bottle Carriers		Pyrometers	
Key Blanks		The John P Smith Co	323-33 Chapel St New Haven	The Bristol Co (recording and controlling)	Waterbury
Sargent and Company	New Haven	Millboard		Radiation-Finned Copper	
The Graham Mfg Co	Derby	The Raybestos Div of Raybestos-Manhattan Inc (asbestos)	Bridgeport	The G & O Manufacturing Company	New Haven
Knit Goods		Mill Supplies		Railroad Equipment	
American Hosiery Company	New Britain	Wilcox Crittenden & Co Inc	Middletown	The Rostand Mfg Co (baggage racks and mirrors for passenger cars)	Milford
Labels		Moulded Plastic Products		Rayon Yarns	Rocky Hill
J & J Cash Inc (Woven)	South Norwalk	Colt's Patent Fire Arms Mfg Co	Hartford	Razors	
Lacquers & Synthetic Enamels		The Watertown Mfg Co	117 Echo Lake Road Watertown	Schick Dry Shaver Inc (electric)	Stamford
Zapon Div Atlas Powder Co	Stamford	Moulds		Reamers	
Ladders		The Hoggson & Pettis Mfg Co (steel)	141 Brewery St New Haven	The O K Tool Co Inc (inserted tooth)	Shelton
Lamps		The Sessions Foundry Co. (heat resisting for non ferrous metals)	Bristol	Recorders	
The Rostand Mfg Company (brass, colonial style & brass candlesticks)	Milford	Nickel Anodes		The Bristol Co (automatic controllers, temperature, pressure, flow, humidity)	Waterbury
Leather		Apothecaries Hall Co	Waterbury	Refractories	
Herman Roser & Sons Inc (Genuine Pigskin)	Glastonbury	The Seymour Mfg Co	Seymour	Howard Company	New Haven
Leather Goods Trimmings		Nickel Silver		Resistance Wire	
The G E Prentice Mfg Co	New Britain	The Seymour Mfg Co	Seymour	The C O Jelliff Mfg Co (Nickel chromium, kanthal)	Southport
Letterheads		Nuts Bolts and Washers		Retainers	
Lehman Brothers Inc (designers, engravers, lithographers)	New Haven	Clark Brothers Bolt Co	Milldale	The Hartford Steel Ball Co (bicycle & automotive)	Hartford
Lighting Equipment		Office Equipment		Reverse Gear—Marine	
The Miller Co (Miller, Duplexalite, Ivanhoe)	Meriden	Underwood Elliott Fisher Co	Hartford	The Carlyle Johnson March Co	Manchester
The Waterbury Button Co	Waterbury	Malleable Iron Fittings Co	Branford	Riveting Machines	
Locks		The Silent Glow Oil Burner Corp	1477 Park St Hartford	The Grant Mfg & Machine Co	Bridgeport
Sargent and Company	New Haven	Petroleum Heat & Power Co (domestic commercial and industrial)	Stamford	The Raybestos Div of Raybestos-Manhattan Inc (brake service equipment)	Bridgeport
Locks—Cabinet		Oil Burner Wick		Rivets	
The Excelsior Hardware Co	Stamford	The Raybestos Div of Raybestos-Manhattan Inc	Bridgeport	The Connecticut Manufacturing Company	Waterbury
Locks—Suit-case and Trimmings		Oxygen		Clark Brothers Bolt Co	Milldale
The Excelsior Hardware Co	Stamford	National Cylinder Gas Company	Meriden	The Blake & Johnson Co (brass, copper and non-ferrous)	Waterbury
Locks—Trunk		The Raybestos Div of Raybestos-Manhattan Inc (rubber sheet and automotive)	Bridgeport	J H Sessions & Son	Bristol
The Excelsior Hardware Co	Stamford	Paints and Enamels		The Raybestos Div of Raybestos-Manhattan Inc (brass and aluminum tubular and solid copper)	Bridgeport
Locks—Zipper		The Tredennick Paint Mfg Co	Meriden	The Raybestos Div of Raybestos-Manhattan Inc (iron)	Bridgeport
Loom—Non-Metallic		Paperboard		Rods	
The Wiremold Company	Hartford	Connecticut Corrugated Box Div Robert Gair Co Inc	Portland	The Bristol Brass Corp (brass and bronze)	Bristol
The Hartford Special Machinery Co (contract work only)	Hartford	The New Haven Pulp & Board Co	New Haven	Roof Coatings & Cements	
The Torrington Manufacturing Co (special rolling mill machinery)	Torrington	National Folding Box Co (folding)	New Haven	Tilo Roofing Co Inc	Stratford
Machinery		The New Haven Pulp & Board Co	New Haven	Roofing—Built Up	
The Hallden Machine Company (mill)	Thomaston	Robertson Paper Box Co (folding)	Montville	Tilo Roofing Co Inc	Stratford
The Torrington Manufacturing Co (mill)	Torrington	Paper Clips		Rubber Chemicals	
The Standard Machinery Co (bookbinders)	Mystic	The H C Cook Co (steel)	32 Beaver St Ansonia	The Stamford Rubber Supply Co ("Factice" Vulcanized Vegetable Oil)	Stamford
Machinery Dealers & Rebuilders		Paper Tubes and Cores		Rubberized Fabrics	
Botwinik Brothers	New Haven	Sonoco Products Co (Climax-Lowell Div)	Mystic	The Duro-Gloss Rubber Co	New Haven
Machinery Dealers Inc	New Haven	Parallel Tubes		Rubber Footwear	
Andrew C Campbell Div American Chain & Cable Co Inc (cutting & nibbling)	Bridgeport	Sonoco Products Co (Climax-Lowell Div)	Mystic	The Goodyear Rubber Co	Middletown
The Patent Button Company	Waterbury	Pharmaceutical Specialties		United States Rubber Prod Inc (Keds, Kedettes, Gaytees, U S Royal Footwear)	Naugatuck
Machines—Automatic		Ernst Bischoff Company Inc	Ivoryton	Rubbish Burners	
The A H Nilson Mach Co (Special)	Bridgeport	Phosphor Bronze		The John P Smith Co	423-33 Chapel St New Haven
Machines—Forming		The Seymour Mfg Co	Seymour	Safety Fuses	
The A H Nilson Mach Co (four-slide wire and ribbon stock)	Bridgeport	The Bristol Brass Corp (sheet)	Bristol	The Ensign-Bickford Co (mining & detonating)	Simsbury
Malleable Iron Castings		Pipe		Saw Blades	
Malleable Iron Fittings Co	Branford	The American Brass Co (brass and copper)	Waterbury	The Capewell Mfg Co (Hack Saw, Band Saw)	Hartford
Marine Equipment		Howard Co (cement well and chimney)	New Haven	Scales—Industrial Dial	
The Rostand Mfg Co (portlights, deck, cabin and sailboat hardware)	Milford	Crane Company (fabricated)	Bridgeport	The Kron Company	Bridgeport
Wilcox Crittenden & Co Inc	Middletown	Bridgeport Brass Co (brass & copper)	Bridgeport	Scissors	
Marking Devices		Scovill Manufacturing Co (copper, red brass and yellow brass)	Waterbury	The Acme Shear Company	Bridgeport
The Hoggson & Pettis Mfg Co	New Haven	Pipe Fittings		Screw Machine Products	
Matrices		Malleable Iron Fittings Co	Branford	The Connecticut Manufacturing Company	Waterbury
W T Barnum & Co Inc	New Haven	The Patent Button Co	Waterbury	Corbin Screw Div, American Hardware Corp	New Britain
Palmer Brothers Co	New London	The Plainville Electro Plating Co	Plainville	The Blake & Johnson Co	Waterbury
Waterbury Mattress Co	Waterbury	The Plainville Electro Plating Co	Plainville	Centerless Grinding Works	
Metal Cleaners		MacDermid Incorporated	Waterbury	19 Staple Street	Bridgeport
Apothecaries Hall Co	Waterbury	Plumbers' Brass Goods		The Eastern Machine Screw Corp	New Haven
Metal Cleaning Machines		Bridgeport Brass Co	Bridgeport	Truman & Barclay St	Forestville
Colt's Patent Fire Arms Mfg Co	Hartford	Scovill Manufacturing Co	Waterbury	The Humason Mfg Co	New Haven
Metal Goods		Plumbing Specialties		The Greist Mfg Co (Up to 1 1/2" capacity)	New Haven
Bridgeport Brass Co (to order)	Bridgeport	John M Russell Mfg Co Inc	Naugatuck	Scovill Manufacturing Co	Waterbury
Metal Novelties		Pole Line		Screws	
The H C Cook Co	32 Beaver St Ansonia	Malleable Iron Fittings Co	Branford	The Blake & Johnson Co (machine)	Waterbury
Metal Products—Stampings		Polishing Wheels		Corbin Screw Div, American Hardware Corp	New Britain
I H Sessions & Son	Bristol	The Williamsville Buff Mfg Co	Danielson	Sargent and Company	New Haven
Scovill Manufacturing Co (Made to Order)	Waterbury	Presses		Clark Brothers Bolt Co	Milldale
Metal Specialties		The Standard Machinery Co (plastic molding, embossing, and die cutting)	Mystic	The Charles Parker Co (wood)	Meriden
The Excelsior Hardware Co	Stamford	Propellers—Aircraft		Scovill Manufacturing Co (cap and machine)	Waterbury
The G E Prentice Mfg Co	New Britain	Hamilton Standard Propellers Div United Aircraft Corp	East Hartford		(Advt.)
Metal Stampings		Propeller Fan Blades			
The Autoyre Co (small)	Oakville	The Torrington Manufacturing Co	Torrington		
The Patent Button Co	Waterbury				
The Excelsior Hardware Co	Stamford				



# IT'S MADE IN CONNECTICUT

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<b>Screws (Machine)</b> The Connecticut Manufacturing Company Waterbury	<b>Steel—Cold Rolled Strip and Sheets</b> Wallingford Steel Company Wallingford	<b>Valves—Automatic Air</b> Beaton & Cadwell Mfg Co New Britain
<b>Scythes</b> Winsted Manufacturing Co Winsted	<b>Steel Goods</b> Scovill Manufacturing Co (To Order) Waterbury	<b>Valves—Flush</b> Beaton & Cadwell Mfg Co New Britain
<b>Sewing Machines</b> The Greist Mfg Co (Sewing machine attachments) 503 Blake St New Haven The Merrow Machine Co (Industrial) 2814 Laurel St Hartford	<b>Steel—Magnetic</b> Cinaudagraph Corporation Stamford	<b>Valves—Relief &amp; Control</b> Beaton & Cadwell Mfg Co New Britain
<b>Shaving Soaps</b> The J B Williams Co Glastonbury	<b>Stereotypes</b> W T Earnum & Co Inc New Haven	<b>Ventilating Systems</b> Colonial Blower Company Hartford
<b>Shears</b> The Acme Shear Co (household) Bridgeport	<b>Stop Clocks, Electric</b> The H C Thompson Clock Co Bristol	<b>Vises</b> The Charles Parker Co Meriden
<b>Sheet Metal Products</b> The American Brass Co (brass and copper) Waterbury	<b>Studio Couches</b> Waterbury Mattress Co Waterbury	<b>Washers</b> The Blake & Johnson Co (brass, copper & non-ferrous) Waterville
<b>Sheet Metal Stampings</b> The American Buckle Co West Haven	<b>Surface Metal Raceways &amp; Fittings</b> The Wiremold Company Hartford	<b>Wattville</b> Clark Brothers Bolt Co Milldale
<b>The Patent Button Co</b> J H Sessions & Son Bristol	<b>Switchboards</b> Plainville Electrical Products Co Plainville	<b>Waterbury</b> The Sessions Foundry Co (cast iron) Bristol
<b>Showcase Lighting Equipment</b> The Wiremold Company Hartford	<b>Switchboards Wires and Cables</b> Rockbestos Products Corp (asbestos insulated) New Haven	<b>Bridgeport</b> The Raybestos Div of Raybestos-Manhattan Inc (clutch washers) Bridgeport
<b>Signals</b> The H C Cook Co (for card files) 32 Beaver St Ansonia	<b>Switches</b> Colt's Patent Fire Arms Mfg Co Hartford	<b>Watches</b> Benrus Watch Co 30 Cherry St Waterbury
<b>Silks</b> Cheney Brothers South Manchester	<b>Tableware—Stainless Steel</b> International Silver Co Meriden	<b>Waterproof Dressings for Leather</b> The Viscal Company Stamford
<b>Silverware</b> International Silver Co (tableware, nickel silver, silver plate and sterling) Meriden	<b>Tanks</b> The Bigelow Company (steel) New Haven	<b>Webbing</b> The Russell Mfg Co Middletown
<b>Silverware—Hotel &amp; Institutional</b> International Silver Co Meriden	<b>Tape</b> The Russell Mfg Co Middletown	<b>Welding Rods</b> The Bristol Brass Corp (brass & bronze) Bristol
<b>Silverware—Plated Hollowware</b> International Silver Co Meriden	<b>Tap Extractors</b> The Walton Co 94 Allyn St Hartford	<b>Wicks</b> The Russell Mfg Co Middletown
<b>Silverware—Sterling &amp; Plated Trophies</b> International Silver Co Meriden	<b>Taps, Collapsing</b> The Geometric Tool Co New Haven	<b>Waterbury</b> The Raybestos Div of Raybestos-Manhattan Inc (oil burner wicks) Bridgeport
<b>Silverware—Sterling Silver Hollowware</b> International Silver Co Meriden	<b>Tarred Lines</b> Brownell & Co Inc Moodus	<b>Wire</b> The Bristol Brass Corp (brass & bronze) Bristol
<b>Silverware—Tableware, Silver</b> International Silver Co Meriden	<b>Telemetering Instruments</b> The Bristol Co Waterbury	<b>Shelton</b> The Driscoll Wire Co (steel) Shelton
<b>Silverware—Tableware, Silver Plate</b> International Silver Co Meriden	<b>Textile Machinery</b> The Merrow Machine Co 2814 Laurel St Hartford	<b>Winsted</b> Hudson Wire Co Winsted Div (insulated & enameled magnet) Winsted
<b>Silverware—Tableware, Sterling</b> International Silver Co Meriden	<b>Textile Mill Supplies</b> Ernst Bischoff Company Inc Ivoryton	<b>Branford</b> The Atlantic Wire Co (steel) Branford
<b>Sizing and Finishing Compounds</b> American Cyanamid & Chemical Corp Waterbury	<b>Textile Processors</b> The Aspinook Corp (cotton) Jewett City	<b>Waterbury</b> The Platt Bros & Co (zinc wire) P O Box 1030 Waterbury
<b>Smoke Stacks</b> The Bigelow Company (steel) New Haven	<b>Thermometers</b> The Bristol Co (recording and automatic control) Waterbury	<b>New Haven</b> Rockbestos Products Corp (asbestos insulated) New Haven
<b>Soap</b> The J B Williams Co (industrial soaps, toilet soaps, shaving soaps) Glastonbury	<b>Thin Gauge Metals</b> The Thinsheet Metals Co (plain or tinned in rolls) Waterbury	<b>Wire Arches and Trellis</b> The John P Smith Co 423-33 Chapel St New Haven
<b>Special Parts</b> The Greist Mfg Co (small machined, especially precision stampings) 503 Blake St New Haven	<b>Thread</b> Max Pollack & Co Inc Groton	<b>Wire Baskets</b> Rolock Inc (for acid, heat, degreasing) Southport
<b>Sponge Rubber</b> The Sponge Rubber Products Co Derby	<b>The American Thread Co</b> The Gardiner Hall Jr Co (cotton sewing) South Willington	<b>Wire Cable</b> The Bevin-Wilcox Line Co (braided) East Hampton
<b>Spreads</b> Palmer Brothers Company New London	<b>Threading Machines</b> The Grant Mfg & Machine Co (double and automatic) Bridgeport	<b>Wire Cloth</b> The C O Jelliff Mfg Co (All metals, all meshes) Southport
<b>Spring Coiling Machines</b> The Torrington Manufacturing Co Torrington	<b>Time Recorders</b> Stromberg Time Corp Thomaston	<b>Wire Drawing Dies</b> The John P Smith Co 423-33 Chapel St New Haven
<b>Spring Units</b> Owen Silent Spring Co Inc (mattresses and upholstery furniture) Bridgeport	<b>Timers, Interval</b> The H C Thompson Clock Co Bristol	<b>Wire Dipping Baskets</b> The Waterbury Wire Die Co Waterbury
<b>Spring Washers</b> The Wallace Barnes Co Div Associated Spring Corp Bristol	<b>Tinning</b> Wilcox Crittenden & Co Inc Middletown	<b>Wire Formings</b> The John P Smith Co 423-33 Chapel St New Haven
<b>Springs—Coil &amp; Flat</b> The Humason Mfg Co Forestville	<b>Tools</b> The Hoggson & Pettis Mfg Co (rubber workers) 141 Brewery St New Haven	<b>Wire Forms</b> The Autoyre Co Oakville
<b>Springs—Flat</b> The Wallace Barnes Co Div Associated Spring Corp Bristol	<b>The O K Tool Co Inc</b> (inserted tooth metal cutting) 33 Hull St Shelton	<b>Forestville</b> The Humason Mfg Co Forestville
<b>Springs—Furniture</b> Owen Silent Spring Co Inc Bridgeport	<b>Tools, Dies &amp; Fixtures</b> The Greist Mfg Co New Haven	<b>Forestville</b> The Wallace Barnes Co Div Associated Spring Corp Bristol
<b>Springs—Wire</b> The Wallace Barnes Co Div Associated Spring Corp Bristol	<b>Toys</b> A C Gilbert Company New Haven	<b>Wire Goods</b> The Patent Button Co Waterbury
<b>Springs, Wire &amp; Flat</b> The Autoyre Company Oakville	<b>Trucks—Lift</b> The Excelsior Hardware Co Stamford	<b>West Haven</b> The American Buckle Co (overall trimmings) West Haven
<b>Stair Pads</b> Palmer Brothers Company New London	<b>Trucks—Skid Platforms</b> The Excelsior Hardware Co (lift) Stamford	<b>Waterbury</b> Scovill Manufacturing Co (To Order) Waterbury
<b>Stamps</b> The Hoggson & Pettis Mfg Co (steel) 141 Brewery St New Haven	<b>Tube Clips</b> The H C Cook Co (for collapsible tubes) 32 Beaver St Ansonia	<b>Wire Mesh</b> Rolock Inc (all meshes and metals) Southport
<b>Stampings—Small</b> The Greist Manufacturing Co New Haven	<b>Tubing</b> The American Brass Co (brass and copper) Waterbury	<b>Wiremolding</b> The Wiremold Company Hartford
<b>The Wallace Barnes Co Div Associated Spring Corp</b> Bristol	<b>Scovill Manufacturing Co</b> (copper alloys) Waterbury	<b>Wire Nuts—Solderless</b> The Wiremold Company Hartford
<b>Staples</b> Sargent and Company New Haven	<b>Tubing—Condenser</b> Scovill Manufacturing Co Waterbury	<b>Wire Reels</b> The A H Nilson Mach Co Bridgeport
<b>Steel Castings</b> The Hartford Electric Steel Co (carbon and alloy steel) 540 Flatbush Ave Hartford Malleable Iron Fittings Co Branford	<b>Typewriters</b> Underwood Elliott Fisher Co Hartford	<b>Wire Partitions</b> The John P Smith Co 423-33 Chapel St New Haven
<b>Steel—Cold Rolled Strip</b> The Wallace Barnes Co Div Associated Spring Corp Bristol	<b>Typewriter Ribbons</b> Underwood Elliott Fisher Co Hartford	<b>Wire Rings</b> The American Buckle Co (pan handles and tinner's trimmings) West Haven
<b>Steel—Cold Rolled Stainless</b> Wallingford Steel Company Wallingford	<b>Underclearer Rolls</b> Sonoco Products Co (Climax-Lowell Div) Mystic	<b>Woodwork</b> C H Dresser & Son Inc (Mfg all kinds of woodwork) Hartford
	<b>Vacuum Cleaners</b> The Spencer Turbine Co Hartford	<b>Yarns</b> The Ensign-Bickford Co (jute carpet) Simsbury
		<b>Zinc</b> The Platt Bros & Co (ribbon, strip and wire) P O Box 1030 Waterbury
		<b>Zinc Castings</b> Newton-New Haven Co Inc 688 Third Ave West Haven (Adv.)

# SERVICE SECTION

## FOR SALE—RENT—WANTED

**FOR SALE OR RENT**—In commercial zone, 1/3 acre land on corner, with brick building 40 x 40, all enclosed with high Anchor wire fence, near railroad siding. Special price for quick sale. Address S. E. 161.

**FOR SALE**—One ton Electric Triplex Hoist, 220 volts, 14 feet lift. S. E. 162.

**FOR SALE**—Pratt & Whitney screw cutting lathe, 18" x 5' with taper attachment. First-class condition except that it has no change gears. S. E. 163.

**FOR SALE** one virtually brand new 24" Coulter shaping planer, complete with motor and various attachments. Address S. E. 164.

**FOR SALE** large factory building, two stories high, brick and steel beam construction, adjoining main building one story high. Rear of main building is a wooden storehouse, office building, with two-car wooden garage. Land joins office building which is being surveyed. Large water tank on brick standard; two steam boilers of 125 H. P. each, one Corliss steam engine and outside electric power lines connected to mill; automatic sprinklers and ample supply of pond water from large reservoir. For more information address S. E. 165.

**FOR SALE AT BARGAIN.** Brick Mill 150 x 42, three stories high, 15,000 square feet. Floor Space, 11 acres of land, 75 acres of water in reservoir with all water rights, Water power at mill is 75 H.P., 49' fall, Bradway 15" wheel, one 72" H.R.T. boiler with 128 H.P. Corliss Steam Engine. Located in Eastern Connecticut. About 40 miles from Hartford. Apply A. R. Pinney, 168 Edgewood Ave., Longmeadow, Mass.

**FOR SALE**—3,700 lbs. 21/32" Dia. Cold Drawn Steel Screw Stock, 12' 11" lengths. Address S. E. 169.

**WANTED**—A water heater for heating raw river water, for use in beater room of paper mill. In submitting your offer please give full details and specifications, and also capacity. Address S. E. 168.

## EMPLOYMENT

**SALESMAN:** Three years selling experience; 27; married, one child; good pushing salesman with background of experience covering retail and department store trade. Address P. W. 614. (Ind.)

**PERSONNEL MAN**—age 31, two years graduate work in testing and counselling. Recently released from Army. Experience in interviewing and use of industrial aptitude tests. Address P. W. 617.

**POSITION WANTED.** Alert, resourceful, thoroughly experienced in organizing production planning and control systems and plant lay-out work. College graduate, 20 years with two leading manufacturers. Available now. Address P. W. 619.

**ACCOUNTANT.** Experienced in cost and general accounting, capable of filling an executive position. Ten years successful record as manager of works accounting, budget control, stock control, general and private ledgers. Proficient in the handling of employees. Address P. W. 621.

**PLANT MANAGER-SUPERINTENDENT.** Thorough mechanic and seasoned executive with experience covering from the building and organization of a plant to the delivery of the finished product. Will interview principals only. Record and credentials of a high order. Address P. W. 622. (Ind.)

**POSITION WANTED.** As superintendent with woolen or worsted mill, experienced in all departments from wool scouring up to and including finishing operations on all types finishes. Also experienced as textile engineer, making surveys, research and development work. American, age 52. Address P. W. 623.

**UNDERGRADUATE NURSE.** Graduate of a class A school of physical therapy desires position as physiotherapist in an industrial concern. Eight years experience in the treatment of industrial injuries and nine years experience in all branches of physical therapy including massage and corrective exercises. Address P. W. 624.

**PRODUCTION WORK WANTED** . . . Seven years experience with Connecticut manufacturer . . . have applied time study . . . familiar with filling defense contracts . . . penalties, etc. attached to same . . . 31 years of age and single . . . interviews appreciated . . . Address P. W. 625.

**INDUSTRIAL CAFETERIA MANAGER,** thoroughly competent executive, many years' experience as chief of large commissaries, U. S. Navy and industrial; complete knowledge layout, purchase, installation of equipment, food preparation and service; shrewd buyer foodstuffs and supplies, planning economical, wholesome, appetizing menus, food cost control, dietetics; capable supervising several units. Highest credentials. Available now. Address P. W. 626.

**EXECUTIVE**—Market-Minded. Knows advertising, sales management and co-ordination with production. Has been active, both large and small business. As assistant to president, has been trouble shooter in large organization. Has built national distributing forces. Understands people, customer relations. Excellent styling sense. Export in market and product research for long-range planning. Address P. W. 627.

**GRADUATE** of Georgetown University Law School. Extensive law experience. Also corporate, personal and other tax work, general corporate, contract, estate, real estate, banking, etc. Business experience as well as legal. Interested in business and legal work connected with armament or munition. Address P. W. 628.

**ELECTRICAL ENGINEERS GENERAL CONSTRUCTION** and Plant Installation experience. Familiar with mechanical and building trades. Interested in Plant Engineering and Maintenance. Address P. W. 629.

**EDITORIAL**—Experienced newspaper and magazine writer desires permanent connection as member of editorial staff of a house organ or field magazine. He has a well established name as a columnist. Desires to locate in vicinity of Hartford. Address P. W. 630.

**GRADUATE** of Wesleyan University and Columbia University Graduate School of Journalism; four years experience as newspaper reporter and copy editor; hard, accurate, efficient worker; age 27, married, good health; seeks public and employee relations work handling publicity, company and employee publications, et cetera. Address P. W. 631.

**EXPERIENCED FOUNDRY LABORER** aged 34, and a **BRASS CASTER**, aged 48, are now available for work in the Bridgeport area. Address P. W. 632.

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**PURCHASING AGENT** or Assistant Experienced Metal Trades and Textiles. Address P. W. 637.

**ACCOUNTANT-EXECUTIVE.** Available for responsible position with substantial organization. Twenty years diversified Public Accounting, Business Management and Tax Experience. Efficient Budget and Cost Systematizer. Economical administrator. Aggressive organizer. Concise report writer. Tactful Conferee. Pleasant Personality. Member—New York State Society of CERTIFIED PUBLIC ACCOUNTANTS. Salary: \$6500. Address P. W. 638.

**PRODUCTION MANAGER,** associated at present with large manufacturer of precision made products, employing approximately 500 people. 20 years' experience in plant management, tool and die design and construction, costs, methods, production control, purchasing and industrial relations. Thorough technical background in mechanical engineering, cost accounting, business administration and factory management. Age 45, married, seeks position as factory manager or works manager with a progressive manufacturing concern. Address P. W. 639.

**ACCOUNTANT-AUDITOR**—A former Connecticut bank executive age 47 with over 25 years experience in all branches of accounting and office management would like position with manufacturing concern, insurance company or other individual or corporation where his services would be of value. Address. P. W. 640.

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